

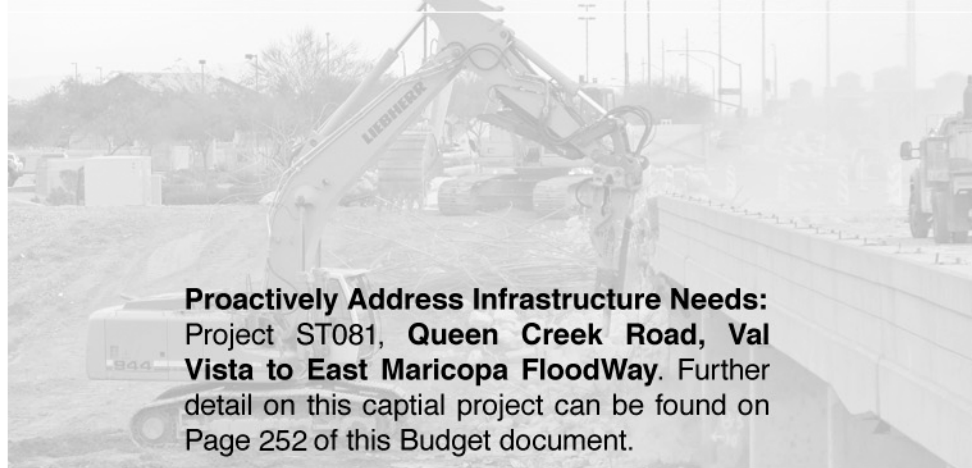
Town of Gilbert 2011-2012 Annual Budget

Adopted June 9, 2011



Rolling 5-year Balanced Financial Plan:

The **9/11 Memorial** represents Gilbert's commitment to caring for the community while providing municipal services in a financially responsible manner.

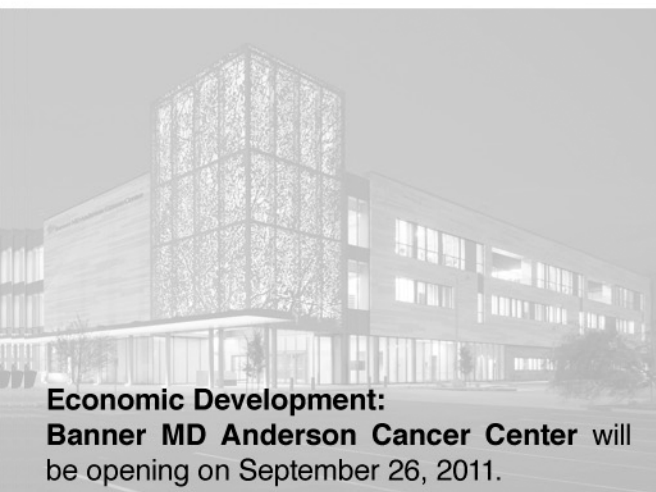


Proactively Address Infrastructure Needs: Project ST081, **Queen Creek Road, Val Vista to East Maricopa FloodWay**. Further detail on this capital project can be found on Page 252 of this Budget document.



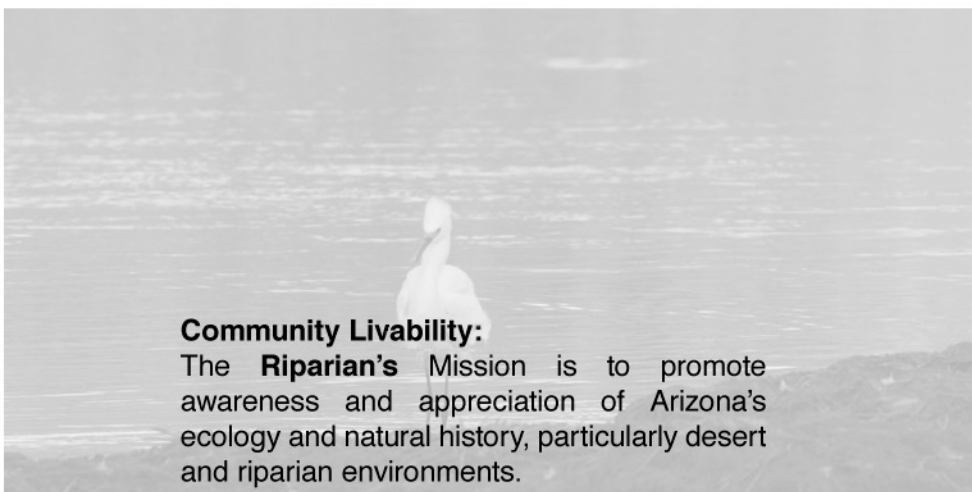
Be a Technology Leader:

Formerly, Project TS039, **ATMS Video Wall** is now used to actively manage the growing traffic on the Town's streets.



Economic Development:

Banner MD Anderson Cancer Center will be opening on September 26, 2011.



Community Livability:

The **Riparian's** Mission is to promote awareness and appreciation of Arizona's ecology and natural history, particularly desert and riparian environments.

The pictures above represent the Town of Gilbert's five Strategic Initiatives that Council adopted on December 16, 2010. Further detail on the Strategic Initiatives can be found on Page 11 of this Budget document.

INSTRUCTIONS FOR NAVIGATING IN ANNUAL BUDGET PDF FILES

- **Bookmarks** for major sections are provided in the navigation pane on the left. Click on the bookmark to jump directly to that section.
- If a “+” sign is at the left of a bookmark, click on the “+” to bring up subheadings.
- All pages are linked to the **Table of Contents**. To jump to a specific page or subsection from the Table of Contents, put the pointer finger on the title or page number within and click the mouse.
- Click the **“Table of Contents”** text located in the top right hand corner of any page or click the Table of contents bookmark on the left.



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June 9, 2011

Honorable Mayor, Council Members, and the Gilbert Community:

The continuing effects of recession are far-reaching. Unemployment, underemployment, and foreclosures continue to plague our nation and impact our community. Government, and particularly local government, is called upon to serve those in need while simultaneously, and paradoxically, reducing expenses.

At the same time, Gilbert has continued growing. Development activity in Gilbert was a full 30% of the total permits issued in Maricopa County in 2011, exceeding even the City of Phoenix by 45%. Even so, the Town maintains one of the lowest vacancy rates in the state. The expectations of exceptional service delivery have not declined, yet the revenue stream is not matching the growth. We continue to find ourselves in a position of having to find ways to do more with less.

Easing out from the bottom of this recession, we find ourselves redefining the way that we do business, even capitalizing on the growth opportunities that arise from such challenges. To do so requires clearly defined priorities, steadfast attention to excellent service delivery, and commitment to those who provide those services.

CHANGES IN PRIORITIES

The central theme in last year's budget involved managing a continued decline in available resources. During the course of Fiscal Year (FY) 2011, many of those resources began to stabilize, although economic pressures continue to present significant challenges in the near term. Our long-term emphasis is on adapting our financial structure to one of a built-out mature city, and continuing to provide exceptional service to our community. This budget addresses the immediate situation while beginning to move forward with the Council's long-term strategic initiatives: 5-year Rolling Balanced Financial Plan, Technology Leader, Proactively Address Infrastructure Needs, Bio-Medical Economic Development, and Community Livability. More about these initiatives is included in the Town's Strategic Plan and throughout this document.

As we planned for the upcoming year, a few key challenges rose to the forefront:

- How do we address the short-term challenges in a manner that moves us forward with our long-term strategies?
- How do we begin to address significant compensation concerns given limited available resources?
- How do we maintain the work force and not find ourselves in a position where we are unable to provide essential public services?
- How do we continue to narrow the focus to effectively implement our strategic initiatives?
- How do we strategically and effectively grow out of the current situation?

ECONOMIC ENVIRONMENT AND ASSUMPTIONS

While many of the Town's revenue sources are cyclical, it is unusual for multiple areas to be impacted simultaneously as they are now. Consecutive years of double digit decline in real property values have resulted in a net reduction in property tax revenue of nearly -33% since FY 2009. Unemployment and underemployment have impacted not only the collection of urban revenue (state-shared income tax) but also discretionary spending, and therefore state-shared and local sales tax.

A year ago, the FY 2011 budget assumed that the downturn in both the regional and national economies would continue for the foreseeable future. During the course of the year, however, sales tax revenues began to slowly improve. Development activity also began to show signs of life, although still below what are expected to be more sustainable levels. Gone, though, are the days of exponential growth, when Gilbert was ranked the fastest growing city over 100,000 in the United States. The Town is approaching a new era as a mature community.

While active construction is not the force it once was, the resulting development has been a tremendous boon to our community. Major retail centers continue to follow the opening of the Santan Loop 202 Freeway in June 2006, albeit at a significantly slower pace than previously anticipated. Two Vestar Power Centers showcasing over 1.4 million square feet in combined retail space at the eastern and western freeway gateways have been open for over five years. Westcor Development Partners completed the first phase of the SanTan Regional Mall in October 2007. This is in addition to the SanTan Marketplace Power Center which includes a Super Walmart, Costco, Sam's Club and several other big box retailers. Gilbert's first retail auto complex, Gilbert Santan Motorplex, a 128 acre site, includes Santan Ford which opened in the spring of 2007, followed by Henry Brown Pontiac-Buick-GMC in the fall of 2007, SanTan Hyundai and Carmax in the spring of 2008, and Santan Volkswagen in 2011.

More critically, in the foreseeable future, we anticipate the development and opening of millions of additional square feet of non-residential uses including office, industrial, and employment centers, and particularly bio-medical facilities. Gilbert has phenomenal, award-winning hospitals already in place, and is excited for the grand opening of the Banner MD Anderson Cancer Center this fall. Increased commercial development is a new and growing component to the service demand model, and this budget, along with our five year financial plan, attempts to balance available and forecast resources with the short and long term service demands of the community.

With the widening retail base, local sales tax is expected to support approximately 43% of General Fund expenditures in the coming year. In fact, 54% of local sales tax is generated from retail. Construction sales tax, which previously had been as high as 35%, now accounts for only 6% of local sales tax collections. The 5-Year Financial Plan anticipates that sales tax generated from the retail sector will continue to grow and provide significant support to provide General Fund services, replacing construction sales tax revenue as we approach build-out over the next 15-20 years.

Population growth continues to be a major factor in planning for services. State-shared revenues are based upon Gilbert's population as it relates to the State's population as a whole. The 2010 Census revealed a total population of 208,453, and a higher corresponding ratio of state-shared revenue as a result. This higher percentage served to offset the reduction to the overall levels of state-shared revenue distributed by the State.

The economy continues to slowly improve, but it is the underlying structure that drives the impending changes to the nature of the Town's budget. Ongoing revenues and expenditures are no longer driven by construction and growth. The Capital Improvement Program (CIP), while still substantial, is beginning to shift from a purely expansion-driven program to one incorporating major repair and replacement, recognizing that our fairly young infrastructure is beginning to age. As Gilbert approaches build-out, the focus shifts from building the Town to maintaining a Clean, Safe, Vibrant community. This budget was developed with that transition in mind.

BUDGET PROCESS

The Code of Gilbert requires the Manager to develop and present an annual balanced budget to the Council. The Town Manager's Office, Budget staff and Department Directors review financial projections and budget requests given the boundaries and priorities established by the Council. A balanced preliminary budget is then presented to the Council for consideration and approval.

A citizen think tank was also formed this year to exchange ideas and provide interactive conversation regarding the budget priorities. Employees throughout the town also provided input regarding ways in which we can more efficiently and effectively provide excellent levels of service.

Gilbert continues to develop and apply a long-term decision making process which recognizes the consequences of funding decisions over a five year time frame, and matches decisions within forecasted resources. While budgets are adopted on an annual basis, the consequences of funding additional personnel or capital projects are also incorporated and evaluated in the long term planning model.

The following major items were all considered as part of the FY 2012 budget:

- No change to the local sales tax rate (1.5%)
- No change in property tax for debt service repayment (\$1.15 per \$100)
- Base budgets were prepared through the use of a resource constrained model, meaning budgets were to be prepared within available resources, rather than automatically trying to maintain service responses and standards that would require additional resources
- Employee salary/compensation remains unchanged
- Health plan benefits and current premium contributions remain unchanged
- Maintenance of an undesignated General Fund balance of at least 10% of operating expenditures
- Equipment Replacement Funds for the General and Streets Funds only include a contingency balance for unforeseen and/or unanticipated replacements and funding only for current year replacements

PERSONNEL

As Gilbert is a service organization, personnel services represent a significant portion of the total operating budget. This budget does not include any compensation increases; the last time adjustments were made was in July of 2008.

Gilbert strives to provide the best possible services as efficiently and effectively as possible. To that end, Gilbert has been recognized as a community that has been able to maintain a low staff to population ratio, while at the same time providing quality services. The following chart shows the ratio of employees per 1,000 residents in Gilbert compared to other cities within the Phoenix Metropolitan area:



Budget Message

incorporated into this budget. Their efforts, and those of Gilbert employees through their own budget saving suggestions, are acknowledged and appreciated.

Departments spent many hours developing their operating plans, including goals, objectives, and financial requirements. The budget document has truly become a guide in our management of services to the community as a result of their efforts. Without their continued dedication, this process and the improvement of the budget document would not be possible. The Management Team continues to develop their understanding of the roles and responsibilities we share to the organization and community, and not just individual departmental interests.

Finally, I would like to extend my sincere appreciation for the continued commitment by Marc Skocypec, Laura Lorenzen, and Gloria Moore to provide an accurate, effective document. The recognition by the Government Finance Officers of the United States and Canada of this document as a communication tool validates its purpose and effectiveness.

Respectfully,

A handwritten signature in black ink, appearing to read "Collin DeWitt".

Collin DeWitt
Manager



Guide to the Budget Document

WHAT IS THE BUDGET?

The budget sets forth a strategic resource allocation plan that is aligned with community goals, preferences, and needs. The budget is a policy document, financial plan, operations guide, and communication device.

Through the budget, Gilbert demonstrates its accountability to its residents and customers. This section provides the reader with some basic understanding of the components of the budget document and what is included in each of these components.

ORGANIZATION OF THE BUDGET DOCUMENT

The budget document includes seven major areas:

1. The **Introduction** provides the Manager's budget message along with information about Gilbert, including the organization, vision, mission and values, strategic goals, Gilbert facts, fund structure, budget process, and policy statements.
2. The **Financial Overview** illustrates the total financial picture of Gilbert, including projected fund balances, five year fund forecasts, the sources and uses of funds, and property tax information.
3. The operating fund tabs – **General, Enterprise, Streets** - include information on all Business Units within that Fund. Each Operating Fund section is organized in the same manner with a Business Unit page and a page for each Department within the Business Unit.
4. The non-operating fund tabs – **Internal Service, Special Revenue**, and **Debt** – include information at the fund level.
5. The **Capital Improvement** section includes information regarding the current year capital projects and the projected operating costs for the projects currently under construction.
6. The **Debt** section provides an overview of Gilbert's types of debt issued, debt capacity, and debt outstanding.
7. The **Appendix** includes a detail listing of authorized positions, the approved capital outlay list, and a glossary including acronyms.

Manager's Budget Message

The Manager's budget message is a transmittal letter introducing the budget and the long and short-term goals that the budget addresses. The message outlines the assumptions used in budget development such as economy, revenue constraints, and Council priorities. Also included is an overview of the budget development process, major changes to the budget from prior years, and challenges facing the organization.

Financial Overview

The financial overview begins with images of the Town's available revenues (sources) and the intended uses. The fund balance pages provide a look at the level of starting balances, anticipated revenues and expenditures, and projected ending fund balance. Every year the budget must be balanced, ensuring that expenditures will never exceed the total available resources.

Revenue and expenditure summaries provide a high level overview of the history and projections for each category. Each is then broken down into further detail in subsequent pages. The revenue source section illustrates the major funding sources by type, including assumptions and anticipated future growth.

The property tax page includes all the property tax rates for each taxing jurisdiction within Gilbert. Gilbert includes three school districts, and taxes are shown for each.

Fund Tabs

The first page in each Fund tab is an overview of the Fund(s) within that section, including a brief explanation of the fund's purpose and a summary financial outlook for the funds included. Next are business units with a description of each functional area, the goals, an organization chart, performance measures, and summary personnel and financial information.

Organization Charts

Throughout the document are charts that depict the organizational structure. Shading in a given functional area indicates that the area is funded by an alternate funding source.

Department summaries include the following components:

Purpose Statement: Explains why the Department exists and provides a list of services provided.

Accomplishments: Highlights success and describes what improvements and actions were completed during the prior fiscal year.

Objectives: Communicate what is going to be accomplished during the budget year with the resources available, and align with the Business Unit goals and with the Strategic Goals of the entire organization.

Budget Notes: Explain any noteworthy changes.

Performance/Activity Measures: Identify desired outcomes and measure results to better define whether we are doing the right things at the right cost.

Personnel by Activity: Depicts total staffing by Division within the Department for the prior three fiscal years and for the budget year.

Expenses by Division: Reflect total expenses by Division within the Department for the prior three fiscal years and the budget year, including transfers out to cover a division's share of expenses that were incurred elsewhere in the Town's budget.

Expenses by Category: Break out expenses into the categories of personnel, supplies and contractual, capital outlay, and transfers out to provide an overview of the allocation of resources by type.

Operating Results: Some functional areas charge user fees when a specific service provided has a direct benefit to a specific user. Other services provide general public benefit, such as public safety, streets, or parks, and are primarily paid by general revenues, such as sales tax or state-shared revenues. The operating results show the net of direct revenues less expenditures.

Graph: The graphs are unique to each Department in an effort to show a relevant efficiency measure. The expenses used in the graphs do not include transfers out. For graphs based on FTE (full-time equivalent positions), the total FTE for Gilbert is used unless stated otherwise.

Replacement Funds

Replacement funds relate directly to an operating fund, but are tracked separately to ensure that aging equipment and/or infrastructure can be replaced or reconstructed. The sole financing source is the respective operating fund. Each replacement fund has a separate fund number in order to identify the fund balance for these activities. In the Comprehensive Annual Financial Report (CAFR), these funds roll up to and are reported as part of the operating fund.

Capital Improvements

The Capital Improvement Plan and Program (CIP) is an integral part of the budget process, and is updated each year. This document describes all known capital projects with a dollar value greater than \$100,000. The first five years, considered the Capital Improvement Program, are fully funded within the Town's anticipated revenue collections. The Plan itself extends out beyond the program in an effort to identify and plan for future infrastructure needs and anticipated costs. Each project must be approved by Council before the actual work commences.

The first year of the CIP is included in the adopted budget each year. Both the initial capital investment and the subsequent impacts to the operating budget need to be integrated into the Town's long-range revenue and expenditure forecasts.

Debt

Gilbert issues debt to finance buildings, recreation facilities, and infrastructure construction. The debt section explains the types of bonds issued, the legal criteria, debt limits and capacity, and outstanding debt.

Appendix

Capital Outlay: Items with a useful life greater than two years and a purchase price greater than \$10,000 are individually approved and included in this section.

Personnel Detail: Every staff position is approved by the Council and is included in the personnel detail. Historic information is included for the prior three years.

Glossary/Acronyms: Many of the terms used in government are unique. In addition, the budget includes many different types of business areas. The unique terms are described in the glossary.

Any questions regarding the document can be directed to 480-503-6757 or budget@gilbertaz.gov.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Gilbert
Arizona**

For the Fiscal Year Beginning

July 1, 2010



President

Executive Director

The Government Finance Officers Association of the United States and Canada presented an award for Distinguished Budget Presentation to the Town of Gilbert for its annual budget for the fiscal year beginning July 1, 2010.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to determine eligibility for another award.

The Town was incorporated July 6, 1920, and operates under the Council-Manager form of government. Six council members are elected at large to four-year staggered terms. The Mayor is a member of the Council, directly elected by the voters for a four-year term, and serves as the chairperson of the Council. The Town Manager is appointed by the Council to administer through nine department directors, two executive staff, and approximately 1,176 additional employees.

MAYOR AND COUNCIL



*TOP ROW(L—R)Councilmembers David W. Crozier, John Sentz, Ben Cooper, Vice-Mayor Les Presmyk,
BOTTOM ROW(L—R)Councilmember Jenn Daniels, Mayor John W. Lewis, Councilmember Linda Abbott*



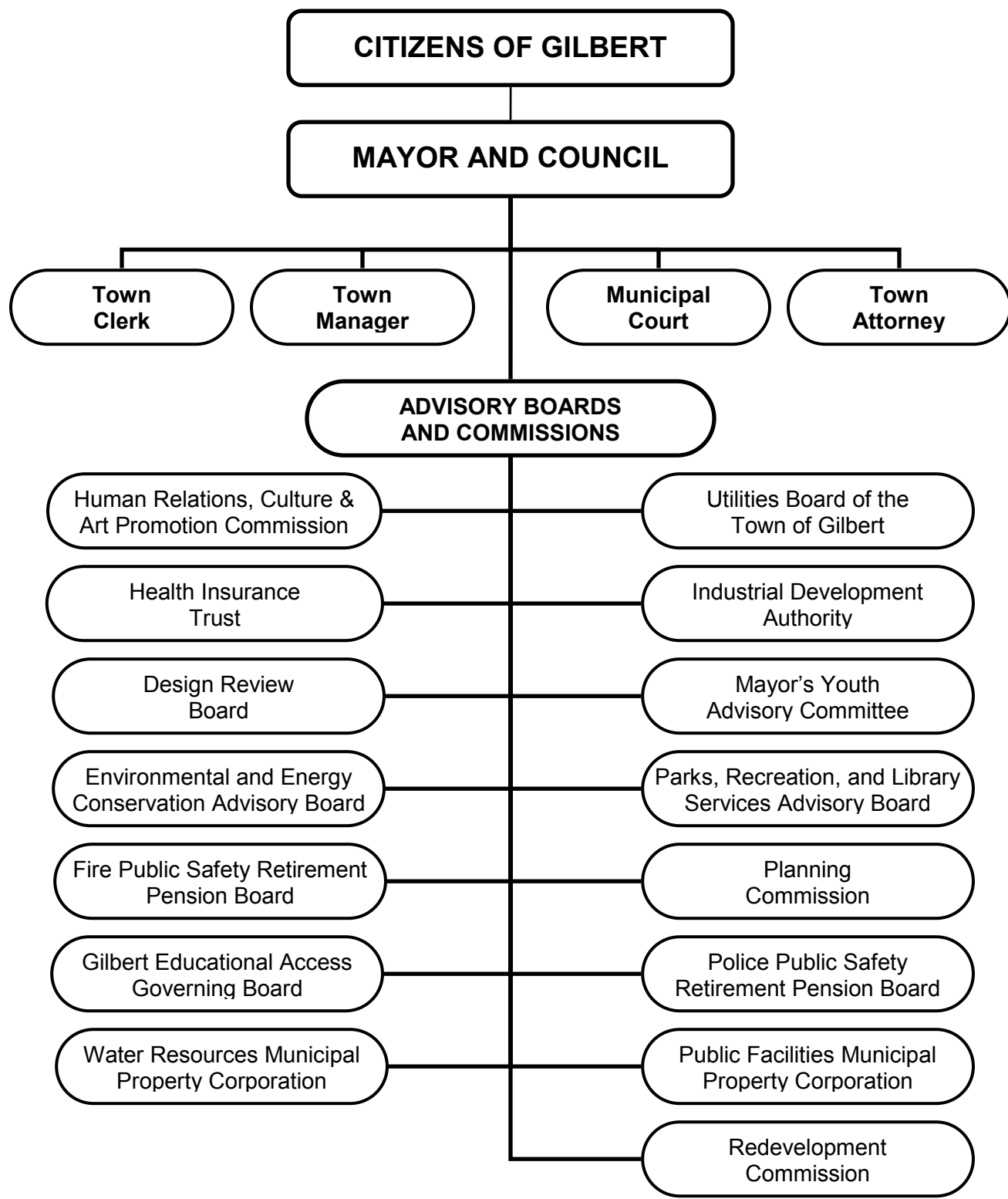
Key Officials and Staff

MANAGEMENT TEAM

Town Manager -----	Collin DeWitt
Assistant Town Manager -----	Marc Skocypec
Assistant Town Manager -----	Tami Ryall
Finance Director -----	Cindi Mattheisen
Community Services Director -----	Jim Norman
Town Prosecutor -----	Lynn Arouh
Police Chief -----	Tim Dorn
Fire Chief -----	Jim JoBusch
Public Works Director -----	Lonnie Frost
Support Services Director -----	Catherine Mitchell
Development Services Director -----	Greg Tilque
Presiding Judge -----	John Hudson
Town Clerk -----	Catherine Templeton

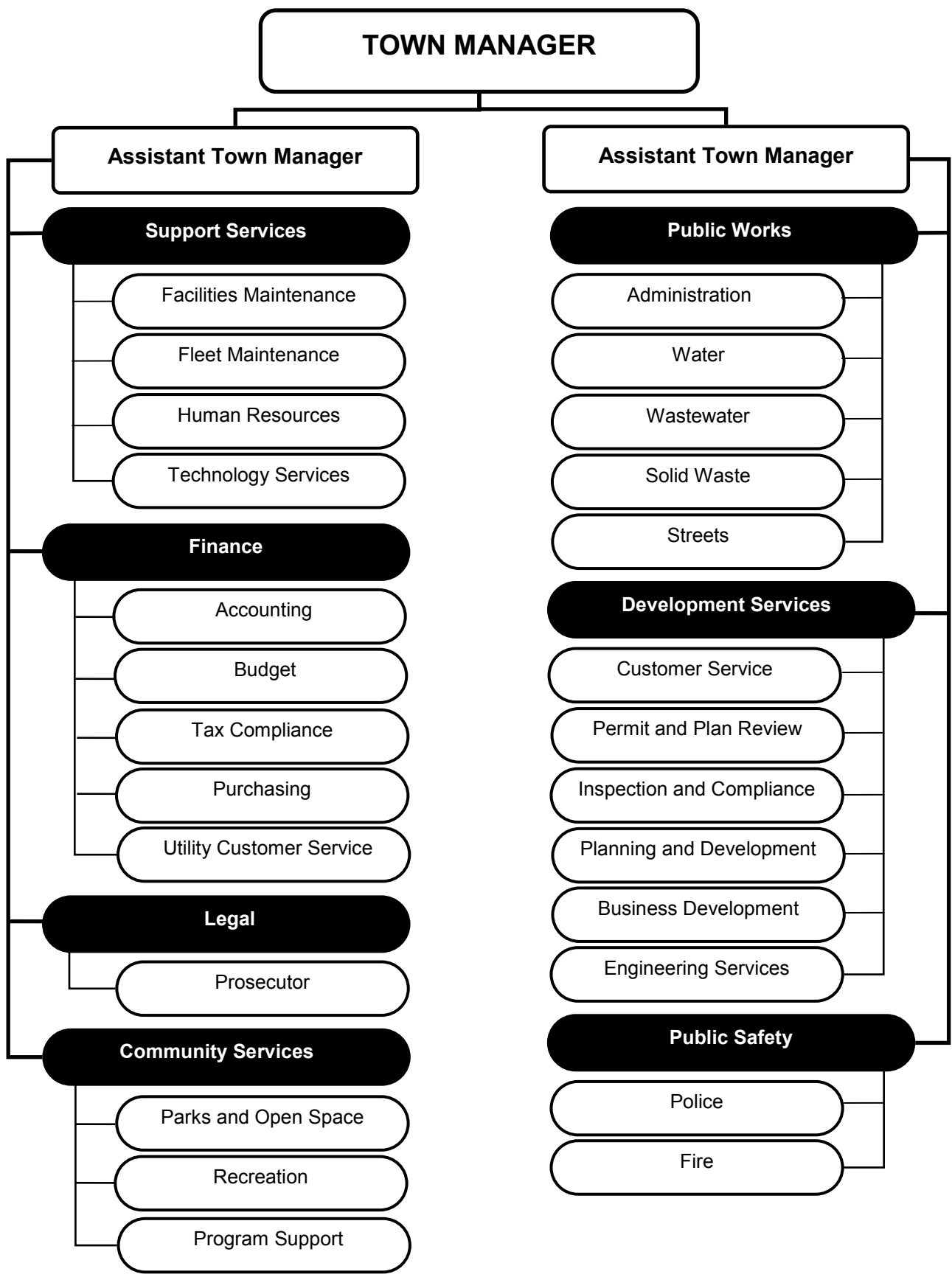


Advisory Organizational Chart





Organizational Report Chart



OUR ORGANIZATIONAL VISION

Our vision is for Gilbert employees to be recognized by all we serve and work with for being honest, caring individuals:

- who work hard and work smart;
- who are worthy of public trust and are worthy of the respect and trust of fellow employees;
- who provide prompt and courteous service on a cost effective basis;
- who are empowered to resolve problems quickly;
- who work in harmony with the goals and policies of their elected leaders and support the Community's vision for the future;
- who do their best to satisfy every reasonable request for assistance, always striving for better ways to serve.

OUR ORGANIZATIONAL MISSION

To provide superior municipal services which enhance quality of life, foster positive business relations, and maintain a safe environment in an atmosphere of fairness and trust.

OUR ORGANIZATIONAL VALUES

<u>Service Excellence</u>	We are committed to providing affordable, high quality municipal services which meet the reasonable needs of our customers.
<u>Protection</u>	We are committed to protect Gilbert's quality of life and the individual rights of our residents.
<u>Fairness</u>	We will treat all people courteously and equitably. We will listen and ask questions until we understand. Our actions will be consistent with approved rules and policies, yet flexible and responsive to individuals whose reasonable needs can not otherwise be met.
<u>Trust</u>	We are committed to respond to the needs of our citizens in an honest, credible, and timely manner.
<u>Innovation</u>	We are committed to meeting and exceeding community needs by fostering a spirit of creativity, resourcefulness, and open-mindedness.
<u>Communication</u>	We will strive to ensure that all communications are dealt with honestly and fairly with a commitment to accuracy and timeliness.

ORGANIZATIONAL EXCELLENCE

In addition to exhibiting the values and implementing the mission and vision of Gilbert, we are committed to ***organizational excellence*** by following these **KEY PRACTICES**:

Organizational Alignment

Organizational alignment means ensuring that the organization's resources are focused on achieving customer-focused improvements which are aligned with the departmental and organizational goals.

Accountability

Accountability is a promise and an obligation, both to yourself and to the people around you, to deliver specific, defined results. It requires each of us to know, clearly and specifically, what results we are promising to achieve. It includes taking personal responsibility and being accountable for our actions. Simply defined, accountability is the awareness and acceptance of the positive and negative impact of everything we do.

Stakeholder Involvement

Ensuring stakeholder involvement means getting input from individuals, work groups, and or customers who have a direct interest in the effectiveness of the improvement outcome. This should be accomplished **prior** to implementation of an improved or new process.

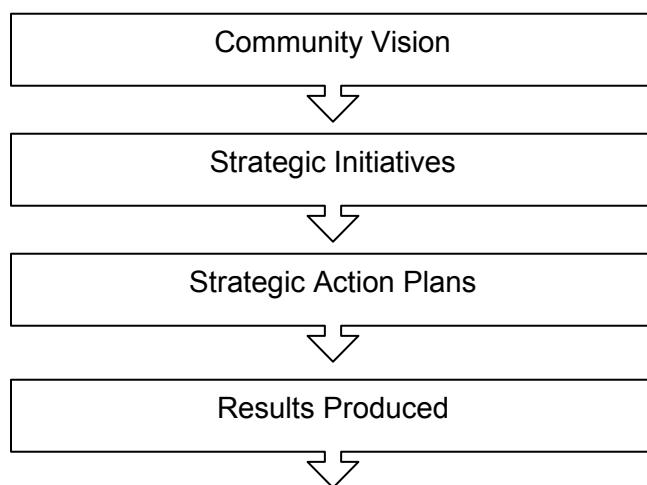
Shared Leadership

Shared Leadership is keeping others informed! It is the facilitation of ownership and removal of barriers to ownership. Shared Leadership recognizes that we all have valuable ideas by promoting an atmosphere of mutual trust and respect, and concern for both people and results. It also includes being resourceful to each other. When leadership is shared, the result is that everyone supports each other in taking action to continuously improve the quality of our products and services for our customers.

In Fiscal Year 2011, the Gilbert Town Council adopted a new Strategic Plan for 2011-2016. This Plan is centered around the Community Vision, which guides the development of the strategic initiatives of the plan. From these initiatives, strategic action plans are implemented, and results are eventually produced and measured.

COMMUNITY VISION

Gilbert, a safe, healthy, clean, attractive community that embraces our Town's heritage yet recognizes the opportunities of the future without sacrificing the resources of today.



Gilbert continues to work toward organizational alignment from strategic initiatives all the way to individual performance standards. The Fiscal Year 2012 budget was crafted with the Council Strategic Initiatives as a key factor in the decision-making related to funding. The goals and objectives included in the department information are the intermediate steps and tie directly to the Strategic Initiatives.

The Council reviews and updates the Strategic Initiatives during their annual retreat. Management staff and departmental personnel utilize the Strategic Initiatives to guide daily operations. An administrative interpretation of each initiative is included as a starting point from which department Strategic Action Plans follow.

STRATEGIC INITIATIVES

Community Livability

The Town of Gilbert takes pride in being a community with a family focus, special welcoming feel, outstanding service delivery, and firm commitment to retain its defining characteristics while it continues to grow. This strategic initiative provides direction to include livability considerations in all decision-making and service delivery. Our motto is: "Gilbert: Clean, Safe, Vibrant".

Administrative interpretation: This is a reflection of the motto, "Clean, Safe and Vibrant" which requires every facet of the organization to continually seek opportunities to creatively serve within and outside of the normal activities of their respective work assignments. Every worker is bound by the core values, their pride of achievement, and the belief in continuous improvement.

Be a Technology Leader

Gilbert leaders place a high value on the potential for applied technology to improve service efficiency. While technology has a cost, it can be used to reduce other expenses while expanding service to a

growing population. This initiative directs the organization to seek technology improvement that can provide the greatest benefit for the investment. If all segments of service delivery embrace the intention to be a technology leader, we will continually improve systems and results.

Administrative interpretation: With a lean workforce and the expectation to do more with less, technology wisely employed will leverage the human resource in service to the community.

Rolling Five-Year Balanced Financial Plan

Financial information is critical to successful strategic planning. It is imperative to ensure that projected financial capacity will provide sufficient resources to achieve the plan. A five-year balanced plan will allow for thoughtful examination of plans in parallel with revenues, and with assumptions clearly stated it will provide for balanced considerations of revenue enhancers and/or expenditure reductions. It is important for the public to have access to current financial data.

Administrative interpretation: Every department is dedicated to service quality at the best price. This Strategic Initiative calls us to thoughtfully project future needs and resources while seeking efficiencies in the present.

Proactively Address Infrastructure Needs

Gilbert will have a strong and effective infrastructure management system. A growing community must pay attention to infrastructure needs by planning for both the future expansion and the deterioration of existing infrastructure. This serves the residents, businesses, and future economic development and contributes to community livability. We will create an infrastructure plan and management system that will support policy decision-making and inform administrative processes.

Administrative interpretation: Infrastructure includes the basic physical and organizational structures needed for the operation of a successful community. Future growth and sustainability rely on the infrastructure. We must plan for all elements of infrastructure with sensitivity to timing, efficiency, upkeep, and consideration of best practices.

Economic Development with Primary Emphasis on Bio-Med/Life Sciences

Gilbert is a community with significant opportunities for business development, special events, and a variety of mixed-use development ideas. The Town Council wants to be well prepared for the recovering economy and encourage creative ideas that contribute to the community vision. It is important to develop a sound economic development plan identifying clusters of preferred development characteristics, and to set the policies and procedures to be business friendly in support of the Vision and Strategic Initiatives.

Administrative interpretation: Relatively recent additions to the Gilbert portfolio of significant health and curative resources has prompted a focused effort to find, attract, locate, and retain those related and supporting industries. All employees play a role, directly or indirectly, in the economic development effort. We recognize that reality and will include that important role in the formation of our organizational culture.

The updated Town of Gilbert General Plan was approved by voters on May 17, 2011.

The Town of Gilbert's General Plan is the Community's vision and guide for future physical, economic and social development and is a long-range policy document covering a period of ten (10) to twenty (20) years. The General Plan contains visions, goals, policies and implementation strategies that guide decisions such as how the Town grows and looks in the future, areas appropriate for residential, employment and commercial uses, areas to reserve for parks and open space, the location of new roads and energy and resource conservation and sustainability. The General Plan seeks to assure that decisions are consistent with the Community's Vision.

PROCESS

The Town's previous General Plan was approved by voters in 2001. According to State Law, the Plan must be updated every ten years. Since the Town's General Plan is a reflection of the Vision and Goals of the Community, a transparent process was established to obtain as much public input as possible during the drafting of the updated document. Work began in August 2008 and by January 2009, a General Plan Steering Committee was formed, consisting of Town Council members, Planning Commissioners, a Design Review Board member, a Redevelopment Commission member, an Economic Development Advisory Board member and a member-at-large. The purpose of the Steering Committee was to oversee the process of the update and ensure consistency within the document.

After identifying and grouping the Chapters of this General Plan into four categories, the Town solicited applications from Gilbert residents willing to serve on Sub-Committees dedicated to drafting the Chapters. A total of fifty-six (56) volunteers were chosen for the Sub-Committees. Chairs were selected to lead the Sub-Committees and the four (4) chairs also sat on the Steering Committee. Each member of the Steering Committee was also appointed as a liaison to a Sub-Committee. Planning Division Staff provided support for the Steering Committee and Sub-Committees. The General Plan Steering Committee and all four Sub-Committees held a kick-off meeting in May 2009.

A total of fifteen (15) Steering Committee and fifty-one (51) Sub-Committee meetings were held between May 2009 and June 2010. During this time, each group heard from experts in the fields, reviewed the existing General Plan, reviewed other General Plans and created the new Chapters. All minutes and draft documents were placed on the Town's website after each meeting. Once drafted and approved by the Steering Committee, the Chapters were put on the Town's web page as one of several methods of soliciting public input.

In January 2010, the Steering Committee began holding open houses at various locations and attended events throughout the Town. The goal was to present the draft Chapters to the citizens in order to gather public input. A total of ten (10) events and open houses were held. Handouts at the events included survey sheets that could be filled out and sent to Staff for inclusion in the update.

The Town was also very active in providing information to the public via local newspapers, cable television, Nixle and Twitter. These social media networks were utilized to advertise open houses and public events to solicit public input on the creation of the plan. Additionally, the Town's web site had an interactive survey that could be filled out and submitted directly to Staff.

The result of this effort is a citizen-driven public document that reflects the Vision and Goals of the Community. This document will be the guide and direction for the development of the Town for the next two decades.

GENERAL PLAN ELEMENTS AND VISION STATEMENTS**Land Use and Growth Areas**

Deliver a mix of synergistic land uses that are appropriately located to promote employment opportunities while enhancing Gilbert's quality of life.

Circulation

Provide a safe, efficient, and aesthetically pleasing circulation network that considers all modes of vehicular and non-vehicular movement and does so in a manner that is sensitive to the environment.

Parks, Open Space, Trails, Recreation, Arts and Culture

Gilbert encourages the health and well-being of its residents through diverse recreational opportunities. The Town offers safe, well maintained facilities, parks and open spaces including locally and regionally connected multi-use trails, equestrian paths and bicycle lanes. Our community also fosters arts and cultural experiences.

Public Facilities and Services

Provide a high level of municipal services and facilities to properly serve the community in a manner that enhances quality of life, optimizes existing facilities, and provides for future needs.

Community Design

Provide the citizens of Gilbert and the development community with guidelines and assistance to continue to develop Gilbert emphasizing its heritage, yet open to innovative design opportunities that result in projects that are diverse and complementary, promoting stewardship of community resources.

Environmental Planning

Gilbert recognizes its environmental stewardship and is committed to being in the forefront as it plans, manages and conserves resources.

Housing and Conservation

The Town is committed to maintaining its housing quality and will continue offering in its land use mix a variety of residential developments for all family types and income levels. This will provide housing opportunities by creating new neighborhoods and rehabilitating existing ones while creating a balanced maturing community.

Economic Development

Gilbert is "open to business" and attracts, retains and grows innovative, entrepreneurial businesses of all sizes that provide high-wage job opportunities for Gilbert residents and enhance Gilbert's outstanding quality of life.

Character Areas

Gilbert desires to create and protect unique areas of Town by identifying and providing guidance through the use of Character Areas and guidelines.

Energy

Gilbert is committed to being at the forefront of energy efficiency, reducing energy demand and furthering the use of alternative and renewable energy sources.

Neighborhood Preservation and Revitalization

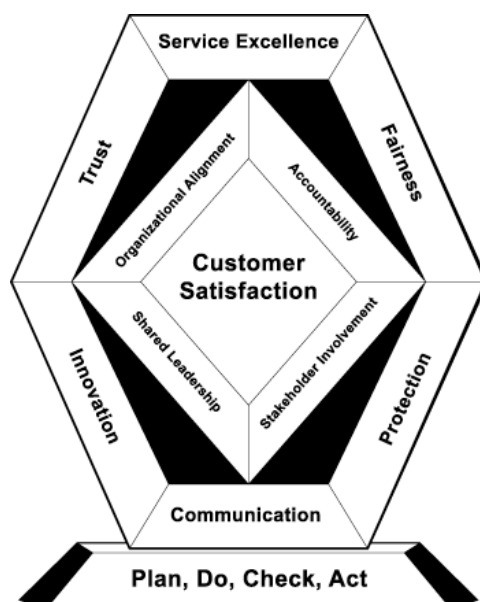
Preserve, reinforce and, where appropriate, revitalize the core characteristics and stability that define all of the Town's neighborhoods, commercial and residential.

Continuous Quality ImprovementIt's The Way We Do Business

Our approach to Continuous Quality Improvement (CQI) includes both a principle and a body of knowledge. The principle, called Plan, Do, Check, and Act (P-D-C-A), is a structured approach to problem-solving and planned change. The body of knowledge includes a specific set of tools, techniques, and key activities that will enable us to manage by using data. It also includes practices that support planned change, either by individuals or stakeholder teams.

Through CQI we strive to make certain that we do things right by focusing on customers' needs and expectations; customers help us define what the "right" things are. Our values and key practices help us drive our ability to meet our customers' needs and expectations.

This is our Model for Excellence internally known as the CQI Model: the focus is on customer satisfaction, the foundation is the principle, and the cornerstones are our key practices and our values.



Gilbert celebrates over 15 years of its commitment to CQI and conducts a bi-annual employee survey to assess the level of integration of CQI into our work unit culture. The results from the most recent assessment in FY 2011 include:

- ◆ 98% return rate with overall very positive results that indicate a consistent integration of CQI into the work unit culture; here are a few highlights:
 - ◆ More than four out of five employees (87%) favorably indicate application of the Town's values and key practices
 - ◆ More than three out of four (76%) use the Plan, Do, Check, and Act methodology when improving operational processes or procedures
 - ◆ Employees listed over 150 improvements in their work units during the last 12 months
 - ◆ 83% of the employees indicate that there are not any barriers which prevent them from suggesting or acting on improvements

Our Purpose

The purpose of Gilbert's Community with Character initiative is to advance the highest standard of citizenship necessary for creating a safer, more caring community in conjunction with our community partners by adhering to the six pillars of character: trustworthiness, respect, responsibility, fairness, caring, and citizenship.

Our Vision as a Community with Character

We see Gilbert, Arizona as a place that people are proud to call home, a place where diverse families feel safe and care about their neighbors and the community in which they live.

We see **children** learning from their community a consistent message about the cause and effect of good character. **Teachers** model the character traits and teach about role models of good character. They reward students for demonstrating positive character traits. The effect is a better more enjoyable learning environment for students to focus on the scholastic basics and life skills.



We see the **Mayor, Council, Town employees, and other elected officials** being exemplary role models and good stewards of the same character traits in the community decisions they make. The effect is an increased level of confidence and trust of our leaders by the people of our community.

We see the **police** department teaching, demonstrating, and rewarding citizens for the same character traits in their counseling work with youth and families. The effect is youth making healthier decisions and parents offering increased support that reduces recidivism.

We see our **HOAs and neighbors** supporting each other and demonstrating the same character traits in all they do. The effect is people helping people to make our neighborhoods safe places to raise our families.

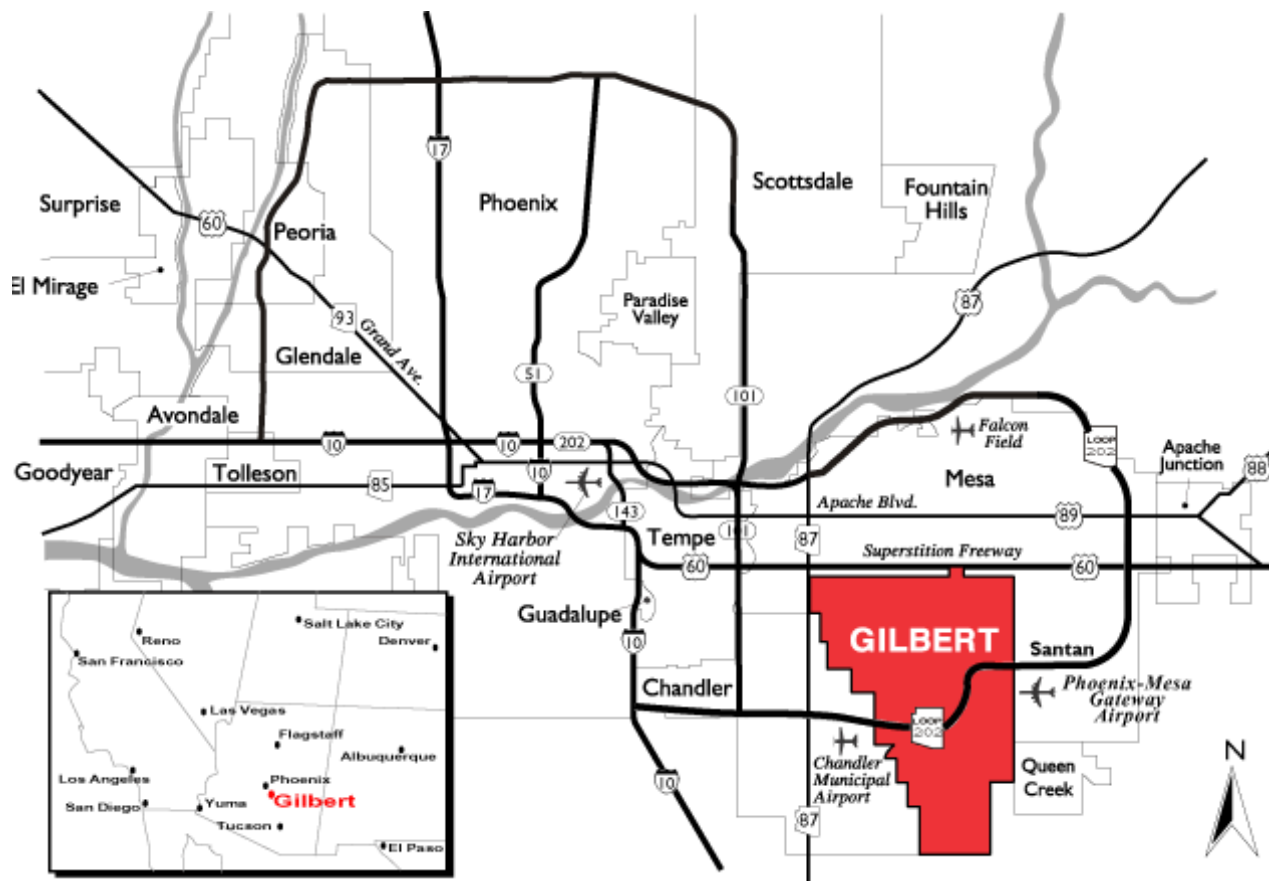
We see **businesses** demonstrating and rewarding their employees and customers for the use of the same good character traits in their decisions. The effect is increased morale, increased productivity, and increased revenue.

We see **families** discussing and reinforcing the same character traits they learned at work and school in their home. The effect is a more supportive, encouraging, and happy home.

We see the **media** providing generous press coverage to highlight the character trait of the month and provide a spotlight on those people in our community as well as from history who are/have been exemplary role models of good character traits. The effect is a clearer picture and greater conscious awareness of what it looks like to be a person of good character.

Together as citizens of Gilbert we unite and stand for the strong moral character that has made, and will continue to make, this nation great.

We choose to be a Community With Character and embrace the “Six Pillars of Character” from CHARACTER COUNTS!™


Gilbert at a Glance:

Year Founded:	1891	Cost-of-living Index (2011):	94.0
Year Incorporated:	1920	Median age:	31.5
Planning Area:	76 square miles	Number of Households (2010):	66,521
Elevation:	1,273 feet	Transaction Privilege Tax Rate:	8.80%
Annual average rainfall:	9.23 inches	State/County	7.30%
Annual sunshine days:	310 days	Gilbert	1.50%
Average Temperature (High/Low):		Highway Distances from Gilbert:	
January	67/41	Albuquerque, NM	477 Miles
April	85/54	Dallas, TX	1,028 Miles
July	106/77	Denver, CO	841 Miles
October	89/59	Las Vegas, NV	315 Miles
		Los Angeles, CA	415 Miles
		Phoenix, AZ	12 Miles
		Salt Lake City, UT	708 Miles
		San Diego, CA	381 Miles
		San Francisco, CA	813 Miles
		Tucson, AZ	104 Miles

More information and statistics can be found at:

www.gilbertaz.gov/busdev/profile

Demographics:

	Gilbert	Greater Phoenix
Median Household Income:	\$ 87,965	\$ 60,724
Average Household Income:	\$ 98,554	\$ 76,810
Average Household Size:	3.16	2.76
Average Family Size:	3.50	3.33
High School Graduate:	19%	25%
Some College, no degree:	26%	24%
Associate Degree:	11%	8%
Bachelor's Degree:	25%	18%
Graduate/Professional Degree:	12%	10%

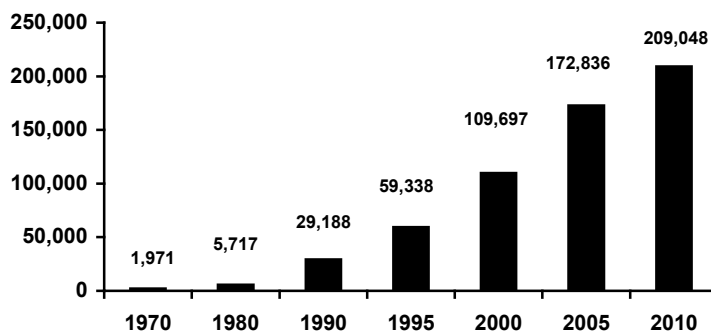
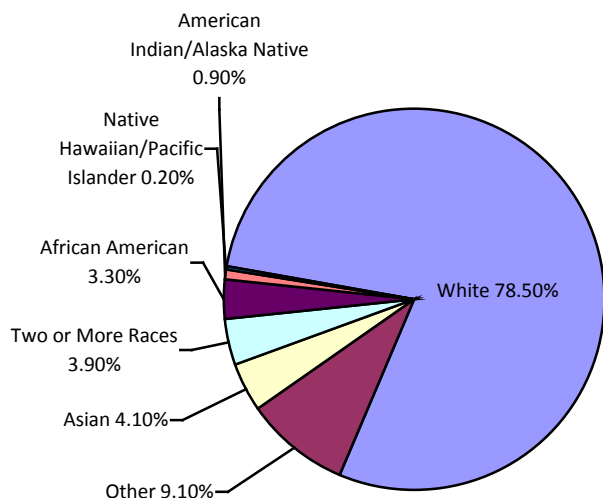
High School Graduate or Greater: 93% 85%

- Approximately one-third of the population is under the age of 18

Source: U.S. Census Bureau 2010; ESRI

- 4.7% of residents are age 65 and above
- Median age of Gilbert residents is 31.5 years while the median age for Greater Phoenix is 33.3
- In August 2010, Money Magazine honored Gilbert as the nation's 36th best place to live
- 5th Safest City in U.S. by BusinessInsider.com

- Named the Fastest Growing Community of 100,000 or greater in 2002 by the U.S. Census Bureau
- Population in 1970 was 1,971
- The anticipated population at build out is in excess of 330,000
- Population increased 91% from 2000 to 2010 and continues to climb

Population Growth

Gilbert Ethnic Make-up


Source: U.S. Census Bureau 2010; ESRI

Age Distribution
Gilbert:

Under 18	33%
19-24	7%
25-44	33%
45-64	22%
65 and Over	5%

Greater Phoenix:

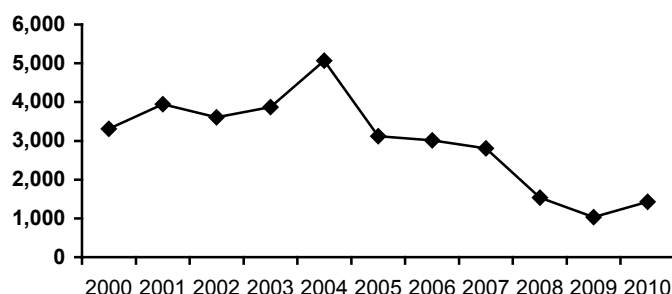
Under 18	26%
19-24	9%
25-44	28%
45-64	23%
65 and Over	13%

Economic Information:

- The median household income is \$87,965 – the highest among Phoenix cities with a population above 100,000 and 72% above the national average of approximately \$51,000
- There are more than 63,300 jobs in Gilbert; Approximately 26,600 of those are held by Gilbert residents
- Gilbert's three hospitals have all opened within the past five years: Gilbert Emergency Hospital, Catholic HealthCare West, and Banner Health
- MD Anderson Banner Cancer Center will open in Fall of 2011

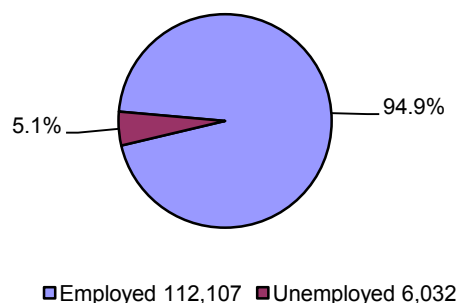
Major Employers
Employees

Gilbert Unified School District	4,173
Town of Gilbert	1,312
Banner Health Care	1,160
Fry's Food Store	824
Mercy Gilbert Medical Center	762
GoDaddy Software, Inc.	600
Wal-Mart, Inc.	594
Target Stores, Inc.	455
Costco Wholesale	418
Orbital Science	400

Housing Starts


- The median value of owner occupied housing units is \$340,300
- In FY 2008, an average of 125 building permits were issued per month; for FY 2009, 85 permits were issued per month; for FY 2010, 119 permits were issued per month; and for FY 2011, 94 permits were issued per month
- Of total housing units, 94.1% are occupied and 5.9% are vacant

- Approximately 8 million square feet of new retail space was added between 2005 and 2010
- For 2005 through 2010, development trends called for an additional 2.9 million square feet of new industrial development and 3.5 million square feet of new office development
- In 2007, Gilbert welcomed the SanTan Village Regional Shopping Center, the retail portion of a mix-use urban village that ultimately will encompass 3 million square feet and 500 acres of entertainment, retail, restaurant, and office uses

2010 Gilbert Civilian Labor Force = 118,139


Source: U.S. Census Bureau 2010; ESRI; AZ Dept Econ Security

For more on population figures and community resources, visit www.gilbertaz.gov/busdev/profile.

The financial accounts for Gilbert are organized on the basis of funds or account groups. In governmental accounting, a fund is a separate self-balancing set of accounts used to show operating results for a particular activity or activities. Funds are categorized into three classes: governmental, proprietary, or fiduciary. Different fund types are found within each of these three classes.

GOVERNMENTAL FUNDS

General Fund – The General Fund accounts for the resources and uses of various Gilbert departments. A majority of the daily operating activity is recorded in this fund. Police, Fire, Development Services, Community Services, Human Resources, and Technology Services are all examples of activity in the General Fund. Governmental accounting requires the General Fund be used for all financial resources except those required to be accounted for in another fund.

Special Revenue Funds – These funds account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

→ *Street Fund (Highway User Revenue Fund)*
Street operating costs eligible for state highway revenues are included in this fund. Revenues are primarily derived from state-shared fuel tax and vehicle license tax.

→ *Community Development Block Grant*
This fund accounts for all federal CDBG revenue. The revenue is used for expenditures that create a more viable community, such as downtown renovation and social services.

→ *HOME Fund*
This fund accounts for Federal Home Investment Partnership revenue. The revenue is used for expenditures that create and maintain affordable housing within the Town.

→ *Grants*
The Town accounts for grant revenue and the related expenditures in a separate fund. The entire expense is included in this fund and any amount not supported by grant revenue is transferred from another fund.

→ *Other Special Revenue*

Other special projects are accounted for in this group of funds. The activity extends beyond one fiscal year and is for a specific event.

→ *System Development Fees*

This set of funds segregates the revenue to pay for growth related capital projects. The revenue is transferred, as needed, to Capital Projects funds to pay for eligible projects or to Debt Funds to repay debt issued for growth-related construction.

→ *Maintenance Improvement Districts*

Arizona Statutes provide that improvement districts can be established to pay for streetlights and parkway improvements. Gilbert established two funds for these districts. Revenue is received from benefited property owners.

Capital Project Funds – These funds account for revenue received and expenses related to infrastructure improvements such as streets, water, wastewater, and parks. Revenue is received from system development fees, bond proceeds, and other sources.

Debt Service Funds – The short and long-term payment of principal and interest on borrowed funds is accounted for in these funds.

Special Assessment Funds – Property owners requiring specific capital improvements, from which benefit is primarily restricted to those specific property owners, may form a district. Special levies are collected from those property owners to cover those costs. There are presently three districts.

PROPRIETARY FUNDS

Enterprise Funds – These are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established and revised as needed to ensure that revenues are adequate to meet all necessary expenditures. Gilbert has enterprise funds for water, wastewater, and solid waste operations.

Internal Service Funds – Gilbert has three Internal Service Funds: fleet maintenance, printing service, and health self insurance. The Internal Service Funds are used to provide service to other departments and to recover the cost of that service. The use of these funds provides a more complete picture of the cost to provide a given public service, because more of the total costs are included in the respective cost center.

FIDUCIARY FUNDS

Trust and Agency Funds – This fund type is for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governmental units or other funds. Use of these funds facilitates discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.

ACCOUNT STRUCTURE

A number of accounts are found within each fund. A fund is divided first into cost centers that include Business Units, Departments, Divisions and activities that relate to a functional area such as Police Patrol – Canine. Within each cost center are object codes that define a particular transaction.

The cost center is further divided into separate object codes to identify the particular revenue or expenditures type. For example, within Police Patrol - Canine there is an object code for fuel that accumulates the costs paid for fuel during that fiscal year.

The account structure hierarchy is:

- Fund
 - Cost Center
 - Object Code

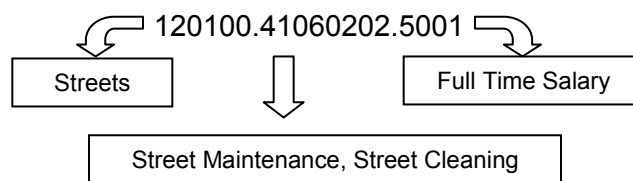
Expense object codes are segregated by the following categories:

- Personnel Services
- Contractual and Other
- Capital Outlay
- Debt and Depreciation
- Transfers

Revenue object codes are also categorized based on the first two numbers in the code.

This segregation provides the ability to summarize expenditure and revenue information by major category.

The chart of accounts structure provides distinguishing characteristics for each portion of the account. For example, the salary of an employee working in the Street Fund performing Street Cleaning would be paid from account:



BUDGET DEVELOPMENT

The budget process begins with revenue projections. Gilbert uses a resource constrained budget development process. The Council determines the priorities for the year and staff develops the best possible budget that incorporates Council priorities and fits within the resources available.

Council set the following boundaries for budget preparation:

- ✓ No change in local sales tax rate (1.5%)
- ✓ No change in property tax for debt service repayment (\$1.15 per \$100)
- ✓ No salary adjustments for market range or for merit pay
- ✓ Maintain a minimum undesignated fund balance of 10% for General Fund operating expenditures
- ✓ Base budgets were to be prepared through the use of a resource constrained model
- ✓ Equipment Replacement Funds for the Water, Wastewater, and Solid Waste Funds are to be funded based on accumulated depreciation
- ✓ Modify the Equipment Replacement Funds for the General and Streets Funds to only include a contingency balance to cover unforeseen and/or unanticipated replacements and additional funding only for current year replacements
- ✓ Health plan benefits and current premium contributions remain unchanged

The major steps in preparation of the budget were:

- ✓ Update FY 2011 projections and five-year projections for operating funds
- ✓ Council input on boundaries and priorities
- ✓ Citizen “think tanks” to inform the community and gain public input
- ✓ Preparation of budget with input from staff
- ✓ Present draft to Council
- ✓ Council review and adoption

The Budget Calendar page depicts the timing in more detail.

STATE EXPENDITURE LIMIT

The State of Arizona sets a limit on the expenditures of local jurisdictions. State Statute sets the limits unless otherwise approved by the voters. The Town of Gilbert received voter approval to increase this limit because of the population growth rate. Gilbert must budget at or below this limit.

The expenditure limit base approved by the voters must be used in determining Gilbert’s expenditure limit until a new base is adopted. The expenditure limit for FY 2012 is \$316,086,967. Some of the specific items excluded from the expenditure limit include: revenue from bond sales, revenues received for interest, trust and agency accounts, federal grants, and amounts accumulated for the purchase of land, buildings, or improvements if the voters approved.

BUDGET AMENDMENTS

Under Arizona Statutes, the budget cannot increase once the Council adopts the preliminary budget.

Transfers between budget line items are submitted throughout the year to align the budget with actual experience and requirements. This provides a more refined picture of what the base should be for the next budget year.

The Town budgets for contingencies in the following funds:

- ✓ General
- ✓ Streets
- ✓ Water
- ✓ Wastewater
- ✓ Residential Solid Waste
- ✓ Commercial Solid Waste

The contingency account is used for emergency or unforeseen actions.

BUDGET CARRYFORWARD

If completion of a project or acquisition is not expected during a fiscal year, the amount must be included in the budget for the following fiscal year and balanced along with other requests.

BUDGET BASIS

The budget is prepared on a basis generally consistent with Generally Accepted Accounting Principles (GAAP). The Town's Governmental Funds consist of the General Fund, Special Revenue Funds, Debt Service Funds and Capital Project Funds. Governmental fund type budgets are developed using the modified accrual basis of accounting.

Under the modified accrual basis revenues are estimated for the fiscal year if they are accrued (amounts can be determined and will be collected within the current period). Principal and interest on general long-term debt is budgeted as expenditures when due, whereas other expenditures are budgeted for based on the timing of receipt of the good or service.

Proprietary Fund Budgets – Water, Wastewater, Solid Waste, and Internal Service Funds - are adopted using the full accrual basis of accounting whereby revenue projections are developed recognizing revenues earned in the period. Expenditure estimates are developed for all expenses incurred during the fiscal year.

The major differences between the budget and the Comprehensive Annual Financial Report (CAFR) are:

- ✓ Certain revenues, expenditures, and transfers are not included in the budget, but are accrued and reported on the GAAP basis. An example is the increases or decreases in compensated absences are not included for budget purposes but are in the CAFR.
- ✓ Indirect administrative cost allocations to the Enterprise Funds are accounted for as transfers in or out on the budgetary basis, but are recorded as revenues and expenses for the CAFR.
- ✓ New capital outlays in the Enterprise Funds are presented as expenses in the budget, but recorded as assets in the CAFR.
- ✓ Depreciation expense is not included in the budget, but is an expense in the CAFR.
- ✓ Debt service principal payments in the Enterprise Funds are expenses in the budget, but reported as reduction of long-term debt liability in the CAFR.
- ✓ Debt issue, discounts and premiums are considered expensed or earned in the year paid or received, not over the life of the bonds.
- ✓ Encumbrances are treated as expenses in the year the purchase is made for budget purposes.

Budget Calendar

Date	Action
November 19, 2010	First Capital Improvement Plan stakeholder meeting
December 4, 2010	Citizen Think Tank: Forum for Citizen Input on FY 2012 Budget
February 4, 2011	Second Capital Improvement Plan stakeholder meeting
February 10, 2011	Council Budget Presentation: Discuss “The Number”
February 15, 2011	Council Quarterly Planning Meeting
March 2, 2011	Citizen Think Tank: Forum for Citizen Input on FY 2012 Budget
March 9, 2011	Citizen Think Tank: Forum for Citizen Input on FY 2012 Budget
March 10, 2011	Council Budget Presentation: Budget Strategies
April 7, 2011	Council Budget Presentation: Budget Approach and Strategy
May 5, 2011	Final Council consideration of Memorandums of Understanding with labor groups
May 5, 2011	Public hearing considering the Capital Improvement Plan 2011-2016
May 13, 2011	Third Capital Improvement Plan stakeholder meeting
May 19, 2011	Public hearing and adoption of FY 2012 Preliminary Budget
May 19, 2011	Public hearing on the Draft FY 2012 Capital Improvement Plan and Infrastructure Improvement Plan
May 28, 2011	First publication and legal notice of Preliminary Budget
June 4, 2011	Second publication and legal notice of Preliminary Budget
June 9, 2011	Adopt final FY 2012 Budget
June 9, 2011	Adopt final FY 2012 Capital Improvement Plan and Infrastructure Improvement Plan
June 9, 2011	Public hearing and adoption of Secondary Property Tax levy

Introduction

Gilbert is in the process of updating the policies that guide the Town's financial operations. These policies are collectively known as the Policies of Responsible Financial Management and are currently under review by the Town Council for implementation in FY 2012. These policies establish the framework for overall fiscal planning and management by setting forth guidelines for current activities and long range planning. The purposes of the financial policies are to enhance the transparency of fiscal management practices, provide for a balanced budget, promote fiscal conservatism, provide flexibility and responsiveness, and ensure adherence to the highest accounting and management practices. These Policies of Responsible Financial Management are intended to foster and support the continued financial strength and stability of the Town of Gilbert.

Accounting, Auditing, and Financial Procedures

Gilbert produces a Comprehensive Annual Financial Report in accordance with Generally Accepted Accounting Principles as outlined by the Government Accounting Standards Board. An independent audit is performed annually, and a request for proposals is prepared every five years to procure services for the annual audit.

Budget Administration

The council adopts the budget at the fund level as a total amount of expenditures. Financial control is administered by fund, with budgetary control for operating performance regulated at the departmental level. Grants and restricted appropriations are administered on a line item basis by department. The Manager is authorized to administer a budget adjustment process within a fund. Council must be notified of any adjustments in excess of twenty percent of the authorized departmental budget. Council action is required to approve any interfund adjustments. The Council may transfer these appropriations as necessary through the budget amendment process. All annual appropriations lapse at year-end and are considered for inclusion in the subsequent year's budget.

Investments

Gilbert keeps all idle funds fully invested as authorized by State statute.

State Debt Limit

The Arizona constitution limits the outstanding bonded debt capacity to a certain percentage of Gilbert's secondary assessed valuation based on the type of project to be constructed.

There is a limit of 20% of secondary assessed valuation for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facility improvements. There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

Debt Management

Gilbert received voter authorization for \$80 million in street capital projects in 2003 and \$174 million in 2007. Before any new general obligation debt is issued under this approval umbrella, the annual principal and interest costs must be repaid within the property tax levy of \$1.15/100 of secondary assessed valuation. The amount must also fall within the 20% of secondary assessed valuation allowed for projects. Bonds are issued to finance capital project construction. Bonds are not issued to fund operating expenditures.

Gilbert annually reviews the status of outstanding and future potential debt in relation to capacity to defease, call, or refund outstanding debt.

Long-Range Planning

The Budget Administrator shall annually develop, with the assistance of Town departments, a five year revenue and expenditure forecast for General Fund and Enterprise fund plans. These forecasts will

identify changes in revenue and expenditures due to projected new development in the Town, program changes, collective bargaining agreements, and capital projects coming online. These forecasts are based on assumptions derived from boundaries set by the Council or Executive Team, economic indicators, capital projects anticipated in the Capital Improvement Plan, and required rate increases to maintain appropriate service levels.

Replacement Funding

Separate funds exist for fleet replacement. Each cost center in the General, Streets, Residential Solid Waste, Commercial Solid Waste and Fleet Maintenance Funds contributes for future replacement of vehicles. The contribution is based on the projected replacement cost/anticipated useful life of the fleet. When a vehicle is replaced, it must be disposed of to avoid adding to the fleet inventory and to avoid unnecessary maintenance and operation costs. Replacement funds in Water and Wastewater provide for future replacement of infrastructure and fleet. Maintenance and replacement funding will be prioritized each year to ensure that capital facilities and equipment are sufficiently maintained to avoid service disruptions.

Contingency

Gilbert provides legal expenditure authority in the major operating funds—General, Water, Wastewater, Street, and Solid Waste Funds for emergency and unknown events. The Contingency is calculated excluding non-operating items such as capital project transfers and debt service payments. Funds shall be allocated each year in the budget process to replace any used funds from the previous period.

Allowance for Unexpended Appropriations

The General, Water, Wastewater, Residential Solid Waste, and Commercial Solid Waste operating fund budgets include allowances for unexpended appropriations.

Revenue Diversification

Gilbert values a diversified mix of revenue sources to mitigate the risk of volatility. The Town's goal is a diversified General Fund revenue base which includes sales taxes, state shared revenues, and other revenue sources. Gilbert has a secondary property tax which cannot be used for operating expenditures.

The major source of revenue for the General Fund is sales tax. Since sales tax is a direct function of economic cycles and inflation, it is important to make every effort to improve the diversity of the Town's revenue sources.

The Town will strive to maintain a diversified and stable revenue base to shelter it from economic changes or short-term fluctuations by doing the following:

- Periodically conducting a cost of service study to determine if all allowable fees are being properly calculated and set at an appropriate level.
- Establishing new charges and fees as appropriate and as permitted by law.
- Pursuing legislative change, when necessary, to permit changes or establishment of user charges and fees.
- Aggressively collecting all revenues, related interest, and late penalties as authorized by the Arizona Revised Statutes.

Use of Revenue

Gilbert avoids dependence on temporary revenue sources to fund recurring government services. One-time revenues should be used only for one-time expenditures and not for ongoing expenditures. By definition, one-time revenues cannot be relied on in future budget years. Examples of one-time revenues are unexpected audit collections for sales tax, sales of Town assets, or one time payments to the Town.

Sales tax revenue is a volatile source of revenue since it is a direct function of economic cycles. Sales tax revenues that exceed the normal growth rate should be used for one-time expenditures or to increase reserves for the inevitable economic downturns. When sales tax revenue growth is less than the normal growth rate, it may be necessary to use reserves until appropriate expenditure reductions or other measures can be implemented. Interest income is also volatile. Any interest earnings that exceed the average annual earnings over the last ten years should be used for one-time expenditures or to increase reserves.

The best use of one-time revenues is to invest in projects that will result in long term operating cost savings. Appropriate uses of one-time revenues include strategic investments such as early debt retirement, capital expenditures that will reduce operating costs, information technology projects that will improve efficiency, and special projects that will not incur ongoing operating costs. If projects are deemed appropriate strategic investments and do include increased ongoing operating costs, these costs should be acknowledged and planned for in long-range planning efforts prior to approval.

Fees and Charges

User fees and charges are payments for purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services.

- Indirect cost charges will be assessed to reflect the full cost of identified services.
- The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.
- On a regular basis, the Town will conduct a cost of service study to identify the full cost of providing a service for which fees are charged. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components.
- User fees shall be reviewed on a regular basis to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where necessary.
- The Town shall establish cost allocation models to determine the administrative service charges due to the appropriate operating fund for overhead and staff support provided to another fund.
- User fees in Enterprise Fund operations are calculated to recover the entire cost of operations, including indirect costs, debt service, reserve for replacement, and overhead costs.

The general policy of the Town of Gilbert regarding fees and charges is based upon the following considerations:

- Tax dollars should support essential Town services that benefit and are available to everyone in the community (such as parks, police, and fire protection).
- For services that largely or solely benefit individuals, the Town should recover full or partial costs of service delivery through user fees.

The full cost of providing a service includes the following:

- Direct costs associated with providing the service, including:
 - The cost of the time all employees spend on the service, including benefits
 - Other direct costs, such as supplies and materials, contractual services, or internal service fund charges associated with the service
- Department, division supervision, or clerical support
- Departmental indirect costs
- Townwide indirect costs

Purchasing

The Town shall require adequate financial controls to be included in the Town's standard contract terms so as to provide assurance of minimum risk and access to review compliance with contract terms and conditions. Among these controls are the right to audit all provisions of contracts, the right to require appropriate levels of insurance, and the right to require complete financial reports if appropriate for the solicitation. All Purchasing transactions in the Town shall adhere to the adopted Purchasing Code.

Capital Improvement Plan

Gilbert adopts a Capital Improvement Plan and Program that provides for all improvements needed. The Capital Improvement Plan is a public document that communicates timing and costs associated with constructing, staffing, maintaining, and operating publicly financed facilities and improvements with a total cost over \$100,000. The Capital Improvement Program includes the first five years of the Capital Improvement Plan. The combination of the Capital Improvement Plan and Capital Improvement Program represents Gilbert's Infrastructure Improvement Plan. This Plan serves as the basis for Gilbert's System Development Fee calculations.

Projects included within the five-year program must have sound cost estimates, an identified site, and verified financing sources, as well as confirmation it can be operationally staffed and maintained within the budget resources. The first five years of projected costs are combined with other data gathering techniques to project operating results for five years. This information is the basis for developing the next year's budget.

The purpose of the Capital Improvement Program is to systematically identify, plan, schedule, finance, track, and monitor capital projects to ensure cost-effectiveness as well as conformance to established policies.

- The Town Manager will annually submit a financially balanced, multi-year Capital Improvement Program for review by the Town Council pursuant to the timeline established in the annual budget preparation schedule. Submission of the Capital Improvement Program shall be consistent with the requirements of Title 42, Chapter 17, Article 3 of the Arizona Revised Statutes. The Capital Improvement Program will incorporate a methodology to determine a general sense of project priority according to developed criteria.
- The Capital Improvement Program shall provide:
 - A statement of the objectives of the Capital Improvement Program, including the relationship with the Town's General Plan, department master plans, necessary service levels, and expected facility needs.
 - An implementation program for each of the capital improvements that provides for the coordination and timing of project construction among various Town departments.
 - An estimate of each project's costs, anticipated sources of revenue for financing the project, and an estimate of the impact of each project on Town revenues and operating budgets. No capital project shall be funded unless operating impacts have been assessed and the necessary funds can be reasonably anticipated to be available when needed. When considering funding of projects, growth should pay for growth.
 - For the systematic improvement, maintenance, and replacement of the Town's capital infrastructure as needed.
 - A summary of proposed debt requirements.
- The Town will match programs and activities identified in the Capital Improvement Program with associated funding sources. Reimbursements shall be applied to like projects and activities.

- The performance and continued use of capital infrastructure is essential to delivering public services. Deferring essential maintenance and/or asset replacement can negatively impact service delivery and increase long term costs. As such, the Town will periodically assess the condition of assets and infrastructure and appropriately plan for required major maintenance and replacement needs. Efforts will be made to allocate sufficient funds in the multi-year capital plan and operating budgets for condition assessment, preventative and major maintenance, and repair and replacement of critical infrastructure assets.

Fund Balance Classifications

The Governmental Accounting Standards Board (GASB) Statement No. 54 establishes accounting and financial reporting standards for all governments that report governmental funds. Governmental funds are defined as funds generally used to account for activities supported by taxes, grants, and similar resources and include the general fund, special revenue funds, debt service funds, and capital projects funds. GASB 54 does not apply to proprietary or fiduciary funds which include the enterprise, internal service, trust and agency funds.

Definitions of Fund Balance Classifications

Nonspendable: Amounts that cannot be spent because they are either (a) not in spendable form such as inventory or (b) legally or contractually required to be maintained intact.

Restricted: Amounts that can only be used for specific purposes pursuant to constraints imposed *externally* by creditors, grantors, contributors, or laws or regulations of other governments; or imposed by law through constitutional provisions or enabling legislation.

Committed: Amounts that can only be used for specific purposes pursuant to constraints imposed *internally* by formal action of the governing body.

Assigned: Amounts that are constrained by the government's intent to be used for specific purposes, but are neither restricted nor committed.

Unassigned: This residual classification is specific for the general fund and represents fund balance that has not been assigned to other funds; and that has not been restricted, committed, or assigned to specific purposes within the general fund.

For purposes of this policy and in accordance with GASB No. 54, unrestricted fund balance shall consist of the "committed", "assigned", and "unassigned" portions of fund balance.

- When an expenditure is incurred for purposes for which both restricted and unrestricted fund balance is available, as a general rule, the Town would consider the restricted amount to have been spent first.
- When an expenditure is incurred for purposes for which committed, assigned and unassigned fund balances are available, as a general rule, the Town would first reduce the committed amounts, followed by assigned amounts, and then unassigned.
- For *committed* fund balance: formal action by Council through resolution is required to establish, modify, or rescind *committed* fund balance. Such Council resolution must occur before the end of the reporting period.
- For assigned fund balance: The Council authorizes the Finance Director to assign fund balance amounts to a specific purpose.

Minimum Unrestricted Fund Balance for the General Fund

Governmental Accounting Standards Board Statement No. 54 requires entities to create a formal policy that establishes a minimum level at which unrestricted general fund balance is to be maintained.

Fund balance is an important indicator of Gilbert's financial position. Maintaining reserves is considered a prudent management practice. Adequate fund balances are maintained to allow Gilbert to continue providing services to the community in case of unexpected emergencies or requirements and/or economic downturns.

To establish a minimum unrestricted fund balance policy ensuring the continuance of sound financial management of public resources when faced with unanticipated events that could adversely affect the financial condition of Gilbert and jeopardize the continuation of public services. This policy will ensure Gilbert maintains adequate unrestricted fund balance in the general fund to provide the capacity to:

- provide funds for unforeseen expenditures related to emergencies,
- mitigate significant economic downturns or revenue shortfalls,
- stabilize the volatility of primary revenue streams,
- allow for responsiveness to legislative changes,
- secure and maintain investment grade bond ratings,
- provide for long-term stability of the Town's financial status.

Appropriation from the minimum unrestricted fund balance shall require the approval of Council. The Council may authorize use of the minimum unrestricted fund balance for unanticipated events threatening the public health, safety or welfare. Use of minimum unrestricted fund balance should be utilized only after all budget sources have been examined for available funds.

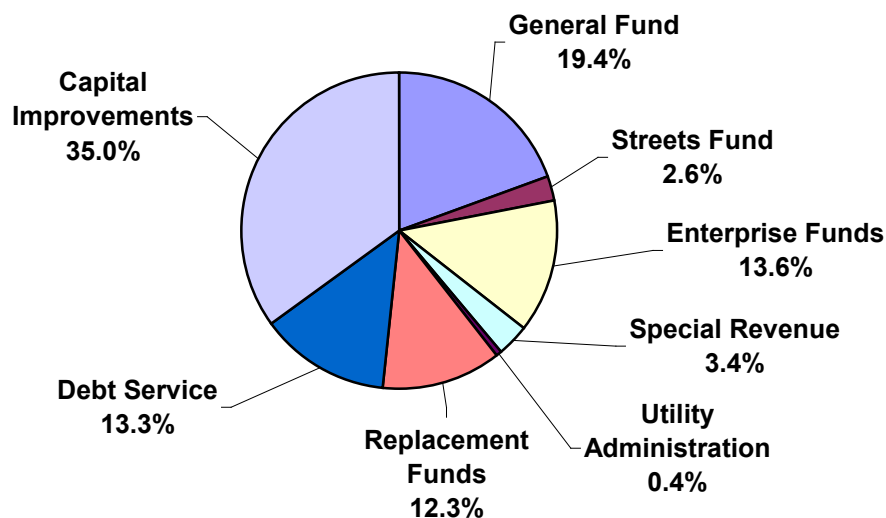
Any use of the minimum unrestricted fund balance must include a repayment plan based on a multi-year financial projection that plans to restore the fund balance to the minimum adopted level within the three fiscal years following the fiscal year in which the event occurred.

Compliance with the provisions of this policy shall be reviewed as part of the annual budget adoption process.

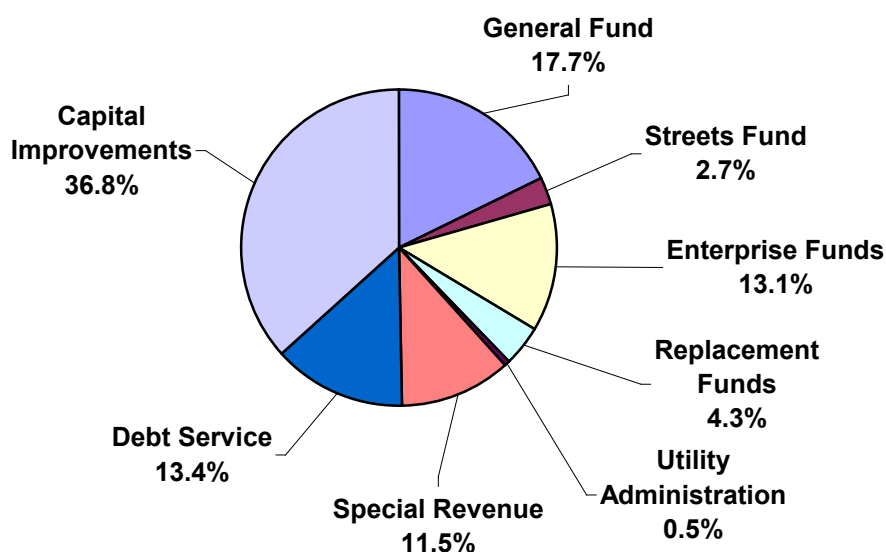
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Source and Use of Funds



The total available source of funds for FY 2012 is approximately \$844,999,000. This consists of new revenue and funds carried forward from the previous fiscal years. The revenue detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percentage of sources by major category, excluding Internal Service Funds.



The total use of funds for FY 2012 is approximately \$613,292,000. The expenditure detail for each area is found within the budget document – either in the summary section or in the budget detail for that department. The graph above shows percent of expenditures by major category, excluding Internal Service Funds.



Fund Balances

	Starting Balance	Revenue	Total Sources	Total Uses	Ending Balance
GENERAL FUND	\$ 53,344,375	\$ 104,847,720	\$ 158,192,095	\$ 104,774,470	\$ 53,417,625
UTILITY ADMINISTRATION	2,080	3,033,170	3,035,250	3,033,200	2,050
ENTERPRISE OPERATIONS					
Water	14,235,158	37,234,000	51,469,158	37,976,750	13,492,408
Wastewater	10,067,236	22,142,010	32,209,246	23,557,650	8,651,596
Residential Solid Waste	9,084,581	14,800,000	23,884,581	13,828,880	10,055,701
Commercial Solid Waste	870,667	2,492,100	3,362,767	2,243,900	1,118,867
Irrigation	2,980	-	2,980	-	2,980
STREETS	4,787,214	16,764,710	21,551,924	16,094,910	5,457,014
INTERNAL SERVICE					
Fleet Maintenance	1,452,133	7,931,060	9,383,193	7,558,960	1,824,233
Copy Services	414,644	368,600	783,244	579,130	204,114
Health Self-Insurance	5,248,729	12,716,400	17,965,129	14,233,720	3,731,409
REPLACEMENT FUNDS					
General	10,489,338	65,000	10,554,338	5,945,180	4,609,158
Streets	4,538,130	10,400	4,548,530	948,000	3,600,530
Water	36,008,360	5,376,920	41,385,280	8,212,000	33,173,280
Wastewater	31,910,243	5,781,460	37,691,703	8,706,000	28,985,703
Residential Solid Waste	4,740,266	1,265,160	6,005,426	1,571,000	4,434,426
Commercial Solid Waste	284,220	189,210	473,430	160,000	313,430
Fleet Maintenance	235,688	17,050	252,738	-	252,738
SUB TOTAL OPERATING FUNDS	\$ 187,716,042	\$ 235,034,970	\$ 422,751,012	\$ 249,423,750	\$ 173,327,262
SPECIAL REVENUE FUNDS					
CDBG/HOME	429,944	1,357,130	1,787,074	1,778,450	8,624
Solid Waste Container	1,212	156,200	157,412	155,000	2,412
Traffic Signal SDF	1,290,174	689,000	1,979,174	574,000	1,405,174
Police SDF	(301,262)	680,000	378,738	2,756,430	(2,377,692)
Fire SDF	(18,361,970)	1,139,000	(17,222,970)	1,629,580	(18,852,550)
General Government SDF	(3,858,751)	745,000	(3,113,751)	2,377,140	(5,490,891)
Parks and Recreation SDF	6,470,065	4,092,000	10,562,065	8,676,400	1,885,665
Water SDF	19,801,187	11,335,000	31,136,187	18,419,190	12,716,997
Water Resource Fee	12,408,221	1,626,000	14,034,221	10,702,000	3,332,221
Wastewater SDF	(39,734,873)	11,507,340	(28,227,533)	8,427,000	(36,654,533)
Grants	5,504,182	5,000,000	10,504,182	7,697,000	2,807,182
Police Impound	398,139	320,000	718,139	343,200	374,939
Street Light Improvement	309,454	1,431,360	1,740,814	1,636,240	104,574
Parkway Improvement	145,418	1,107,490	1,252,908	1,191,270	61,638
Other Special Revenue	723,338	1,491,780	2,215,118	1,649,580	565,538
CAPITAL IMPROVEMENT					
Capital Projects Administration	3,570	872,820	876,390	869,420	6,970
Improvement Districts	1,491,869	100,000,000	101,491,869	95,745,430	5,746,439
Streets and Transportation	111,882,886	15,184,000	127,066,886	76,950,000	50,116,886
Traffic Control	142,817	1,114,000	1,256,817	1,207,000	49,817
Municipal Facilities	1,060,021	6,906,000	7,966,021	6,434,000	1,532,021
Storm Water	245,732	-	245,732	-	245,732
Parks, Recreation & Open Space	862,010	4,696,000	5,558,010	4,934,000	624,010
Redevelopment	3,565,472	7,411,000	10,976,472	7,411,000	3,565,472



Fund Balances

	Starting Balance	Revenue	Total Sources	Total Uses	Ending Balance
Water	7,034,716	22,109,000	29,143,716	23,154,000	5,989,716
Wastewater	832,942	343,000	1,175,942	343,000	832,942
DEBT SERVICE					
General Obligation Debt	18,537,838	35,752,180	54,290,018	26,306,860	27,983,158
Improvement Districts	337,863	1,167,660	1,505,523	975,410	530,113
MPC - Public Facilities	(4,522,530)	5,768,180	1,245,650	23,785,850	(22,540,200)
MPC - Water System	17,973,744	14,963,190	32,936,934	19,024,190	13,912,744
MPC - Wastewater	9,614,989	8,330,000	17,944,989	8,712,690	9,232,299
Miscellaneous	274,410	288,420	562,830	-	562,830
TRUST ACCOUNTS	102,037	100	102,137	2,500	99,637
TOTAL ALL FUNDS	\$ 342,380,906	\$ 502,617,820	\$ 844,998,726	\$ 613,291,580	\$ 231,707,146

The Fund Balances table shows the estimated carry forward balance combined with new revenue and transfers from other funds to provide an available resources column. Total uses include expenses and transfers to other funds that subtract from the available resources. The ending balance is a projection based on estimated beginning balance plus an assumption of 100% budgeted revenue collection and 100% budgeted funds expended.

Some of the funds indicate a planned deficit position during this fiscal year. Following is an explanation of the variance:

- The Police SDF, Fire SDF, General Government SDF, and Wastewater SDF Funds have planned deficits due to cash funding of capital projects. Gilbert updates the Capital Improvement Plan and the System Development Fee model annually to determine long range cash balances in these funds.
- The MPC – Public Facilities Debt Service Fund has a zero balance because the transfers in from the revenue sources (SDF and General Fund) equal the anticipated expenditures.
- The Street Light Improvement District Fund assesses a levy on a homeowner's property tax bill for the street light usage in their subdivision. The amount assessed each year is calculated on projected expenditures and number of lots in the subdivision. The amount levied cannot exceed a certain percentage of the assessed value of the property. As the property values rise, the amount that is levied can increase accordingly.



Budget Summary

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Fund	918.67	897.52	855.81	856.71	858.02
Utility Administration	0.00	0.00	31.00	30.75	31.75
Enterprise Funds	195.70	199.70	206.93	206.93	208.43
Streets Fund	55.30	49.30	49.30	49.30	49.30
Internal Service Funds	26.00	26.00	26.00	26.00	26.00
Replacement Funds	0.00	0.00	0.00	0.00	0.00
Special Revenue	12.18	14.28	10.10	10.10	10.10
Capital Improvements	0.00	0.00	4.40	4.75	4.75
Debt Service	0.00	0.00	0.00	0.00	0.00
Trust Accounts	0.00	0.00	0.00	0.00	0.00
Total Personnel	1,207.85	1,186.80	1,183.54	1,184.54	1,188.35

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Fund	114,042,014	107,416,117	103,012,960	99,964,260	104,774,470
Utility Administration	-	-	2,971,830	2,969,750	3,033,200
Enterprise Funds	66,424,861	65,855,126	74,270,790	69,345,210	77,607,180
Streets Fund	20,072,508	15,413,329	16,300,700	15,616,040	16,094,910
Internal Service Funds	18,427,606	17,092,050	19,848,170	19,193,730	22,371,810
Replacement Funds	2,253,989	5,747,406	26,193,780	13,808,790	25,542,180
Special Revenue	41,549,250	57,194,769	75,251,580	58,953,870	68,012,480
Capital Improvements	185,034,017	74,624,527	192,461,610	53,746,600	217,047,850
Debt Service	171,862,339	72,923,452	84,494,630	74,251,220	78,805,000
Trust Accounts	2,500	2,500	2,500	2,500	2,500
Total Expenses	\$619,669,084	\$416,269,276	\$ 594,808,550	\$ 407,851,970	\$ 613,291,580

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	94,768,134	92,632,926	93,030,250	89,966,840	94,118,220
Supplies & Contractual	158,383,871	147,753,640	169,917,660	166,253,990	169,472,620
Capital Outlay	194,561,077	83,832,270	206,322,870	57,397,380	230,711,570
Transfers Out	171,956,002	92,050,440	125,537,770	94,233,760	118,989,170
Total Expenses	\$619,669,084	\$416,269,276	\$ 594,808,550	\$ 407,851,970	\$ 613,291,580

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	751,898,903	389,177,283	453,236,400	391,132,420	502,617,820
Total Expenses	619,669,084	416,269,276	594,808,550	407,851,970	613,291,580
Net Operating Result	\$132,229,819	\$ (27,091,993)	\$(141,572,150)	\$ (16,719,550)	\$(110,673,760)

A five-year financial forecast is prepared annually for the following funds:

- ✓ General Fund
- ✓ Streets Fund
- ✓ Water Fund
- ✓ Wastewater Fund
- ✓ Residential Solid Waste Fund
- ✓ Commercial Solid Waste Fund

These forecasts are interactive financial planning models which allow the Council and staff to view multiple scenarios to determine the optimal budget for a specific fund. Multiple versions of each forecast are created as assumptions and market conditions change. The final versions of these five-year forecasts are included in this section.

The five-year financial forecasts include the same elements and most of the assumptions related to expenditure changes are applied consistently throughout. The projected revenue drives the expenditures in the General Fund and the Streets fund; whereas the revenue in the Water, Wastewater and Solid Waste Funds is determined based on the necessary expenditures to operate these enterprise operations.

The elements of the models include:

1. Beginning Balance - the projected balance available for current operations
2. Total Revenue – includes all revenue sources and transfers in from other funds
3. Base Expenditures – reflects what the expenditures would be if no changes are made to the budget for the General Fund and what the base is with expenditure assumptions for the other Funds
4. Base Expenditures Change – specific ongoing requested changes to the budget
5. One-Time Expenditures – specific expenses that are not ongoing
6. Capital Project Expenditures – includes transfers to other funds to finance construction and future operating costs in the fund for new capital projects
7. Total Fund Balance – the anticipate amount available at fiscal year end

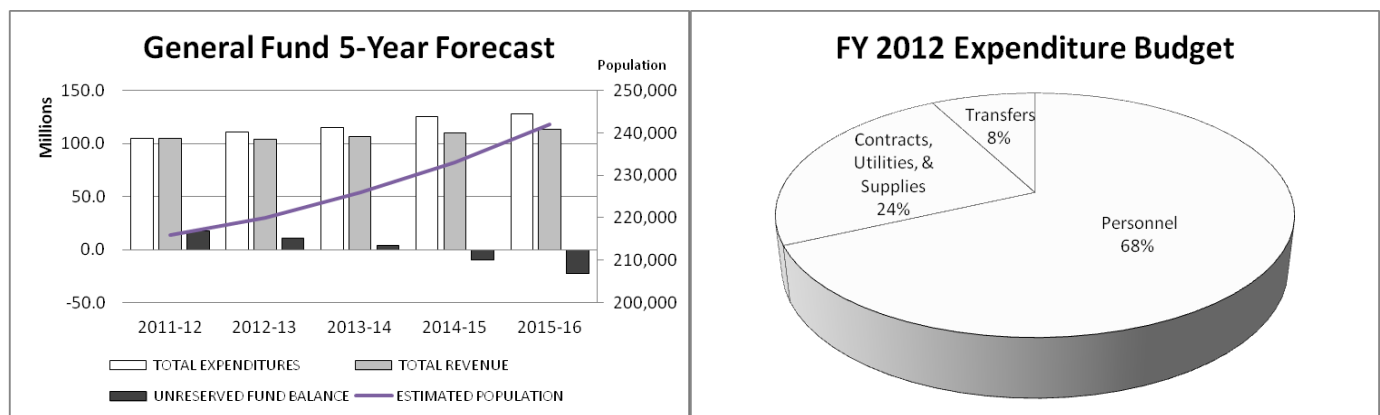
The following expenditure assumptions are consistent among all six forecasts:

- ✓ There were no compensation increases for FY 2011. In addition, no compensation increases are anticipated for FY 2012. All future years include a 3% market adjustment and a 5% merit adjustment based on performance.
- ✓ The cost of Health Insurance did not increase in FY 2011 or FY 2012. Benefit increases in future years are estimated at 8% based on information provided by the Health Insurance Trust. Impact to each fund will differ depending on employee benefit elections.
- ✓ A 3% inflationary factor is included for all future years. This factor is based on CPI and will be adjusted with changes in the economy for future years.
- ✓ The insurance market adjustment provides an escalator based on estimates from Risk Management.



General Fund Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	53,345,000	53,419,000	46,418,000	37,964,000	22,847,000
Committed Fund Balance	(36,160,000)	(35,800,000)	(34,008,000)	(32,206,000)	(30,800,000)
Available Fund Balance	17,185,000	17,619,000	12,410,000	5,758,000	(7,953,000)
Total Revenue	104,848,000	103,553,000	106,660,000	109,860,000	113,155,000
Base Expenditures	94,941,000	94,730,000	94,514,000	94,281,000	94,030,000
Base Expenditure - Change	(1,202,000)	4,282,000	9,746,000	15,338,000	24,264,000
Sub-Total Base Expenditures	93,739,000	99,012,000	104,260,000	109,619,000	118,294,000
One Time Expenditures	2,897,000	1,420,000	1,154,000	1,598,000	1,172,000
Debt Service	5,891,000	5,885,000	5,899,000	7,161,000	6,728,000
Capital Project Expenditures	2,247,000	4,237,000	3,801,000	6,599,000	1,623,000
Total Expenditures	104,774,000	110,554,000	115,114,000	124,977,000	127,817,000
Unreserved Fund Balance	17,259,000	10,618,000	3,956,000	(9,359,000)	(22,615,000)
Operating Result	74,000	(7,001,000)	(8,454,000)	(15,117,000)	(14,662,000)



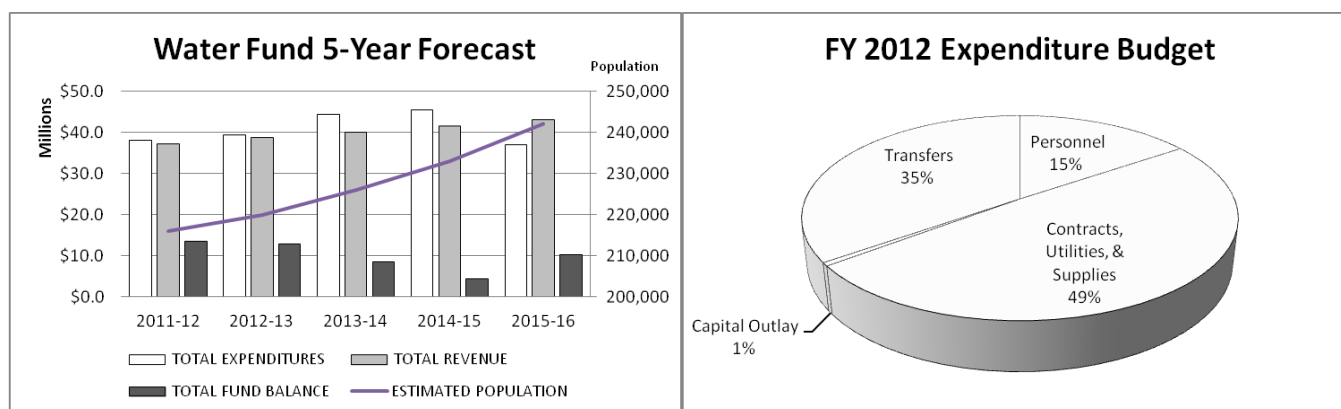
The following items highlight contributing factors that affect the General Fund:

- ✓ Operating contingency is 2% of budgeted base expenditures at a given point in the budget process.
- ✓ Allowance for unexpended is set assuming that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is determined to be 3% of the budgeted base expenditures at a given point in the budget process.
- ✓ Revenue assumptions are presented more fully in the Revenue section of the summary. Gilbert began to see slow recovery in FY 2011. Current market and consumer data indicates that recovery will continue to be slow.
- ✓ Construction Sales Tax collections are 25% of the levels seen in peak years. While this may increase slightly as the economy recovers, as Gilbert approaches build-out, construction revenues will become structurally less sustainable.
- ✓ The committed fund balance includes an allowance for the System Development Fee (SDF) bonding reservation required to repay debt in SDF funds that are projected to have a negative balance due to reductions in new construction.



Water Fund Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	14,236,000	13,493,000	12,860,000	8,425,000	4,400,000
Total Revenue	37,234,000	38,693,000	40,054,000	41,505,000	43,011,000
Base Expenditures	27,016,000	28,474,000	30,013,000	31,998,000	33,673,000
Base Expenditure - Change	-	645,000	710,000	710,000	710,000
Sub-Total Base Expenditures	27,016,000	29,119,000	30,723,000	32,708,000	34,383,000
One Time Expenditures	3,046,000	877,000	300,000	300,000	-
Debt Service	3,415,000	3,430,000	3,429,000	1,724,000	1,459,000
Capital Project Expenditures	4,500,000	5,900,000	10,037,000	10,798,000	1,255,000
Total Expenditures	37,977,000	39,326,000	44,489,000	45,530,000	37,097,000
Total Fund Balance	13,493,000	12,860,000	8,425,000	4,400,000	10,314,000
Operating Result	(743,000)	(633,000)	(4,435,000)	(4,025,000)	5,914,000



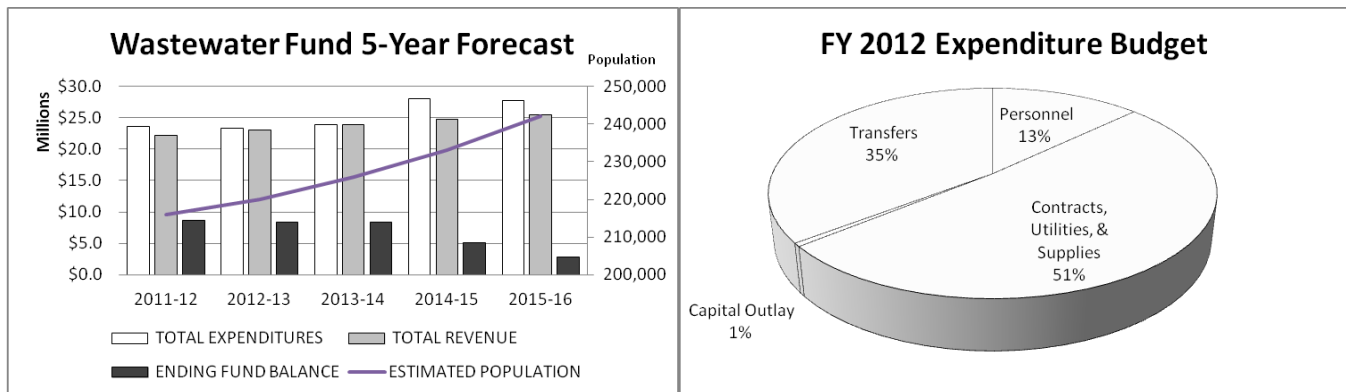
The following items highlight contributing factors that affect the Water Fund:

- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is determined to be 2% of the budgeted base expenditures at a given point in the budget process.
- ✓ Operating contingency is 5% of budgeted base expenditures at a given point in the budget process.
- ✓ Operating result is Total Revenue less Base Expenditures less capital maintenance costs which are included in the Capital Project Expenditure line item.
- ✓ Rates are reviewed annually to ensure that revenues meet operating needs The Water Fund rate structure is currently projected to be sufficient to finance operations without a rate increase in current or future planning years.



Wastewater Fund Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	10,067,000	8,651,000	8,367,000	8,355,000	5,124,000
Total Revenue	22,142,000	23,097,000	23,901,000	24,752,000	25,509,000
Base Expenditures	20,589,000	21,150,000	22,151,000	23,207,000	24,316,000
Base Expenditure - Change	-	527,000	795,000	1,101,000	1,814,000
Sub-Total Base Expenditures	20,589,000	21,677,000	22,946,000	24,308,000	26,130,000
One Time Expenditures	1,297,000	1,038,000	297,000	392,000	836,000
Debt Service	660,000	666,000	670,000	658,000	659,000
Capital Project Expenditures	1,012,000	-	-	2,625,000	156,000
Total Expenditures	23,558,000	23,381,000	23,913,000	27,983,000	27,781,000
Total Fund Balance	8,651,000	8,367,000	8,355,000	5,124,000	2,852,000
Operating Result	(1,416,000)	(284,000)	(12,000)	(3,231,000)	(2,272,000)



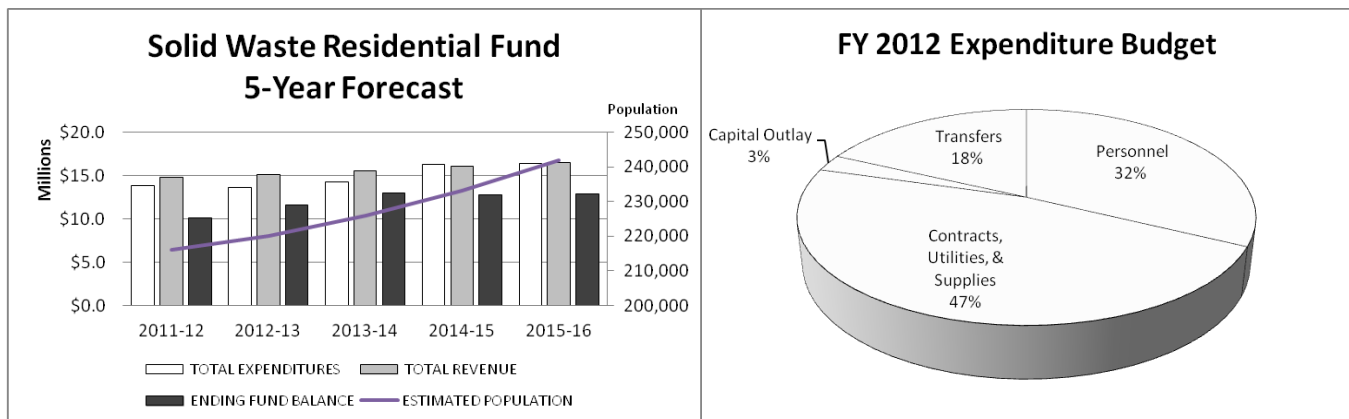
The following items highlight contributing factors that affect the Wastewater Fund:

- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is determined to be 2% of the budgeted base expenditures at a given point in the budget process.
- ✓ Operating contingency is 5% of budgeted base expenditures at a given point in the budget process.
- ✓ Operating result is Total Revenue less Total Expenditures.
- ✓ Rates are reviewed annually to ensure that revenues meet operating needs. The Wastewater Fund rate structure is currently projected to be sufficient to finance operations without a rate increase in current or future planning years.



Residential Solid Waste Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	9,085,000	10,056,000	11,641,000	12,933,000	12,742,000
Total Revenue	14,800,000	15,146,000	15,530,000	16,039,000	16,449,000
Base Expenditures	12,818,000	13,509,000	14,186,000	14,900,000	15,670,000
Base Expenditure - Change	-	52,000	52,000	540,000	663,000
Sub-Total Base Expenditures	12,818,000	13,561,000	14,238,000	15,440,000	16,333,000
One Time Expenditures	1,011,000	-	-	790,000	-
Debt Service	-	-	-	-	-
Capital Project Expenditures	-	-	-	-	-
Total Expenditures	13,829,000	13,561,000	14,238,000	16,230,000	16,333,000
Total Fund Balance	10,056,000	11,641,000	12,933,000	12,742,000	12,858,000
Operating Result	971,000	1,585,000	1,292,000	(191,000)	116,000



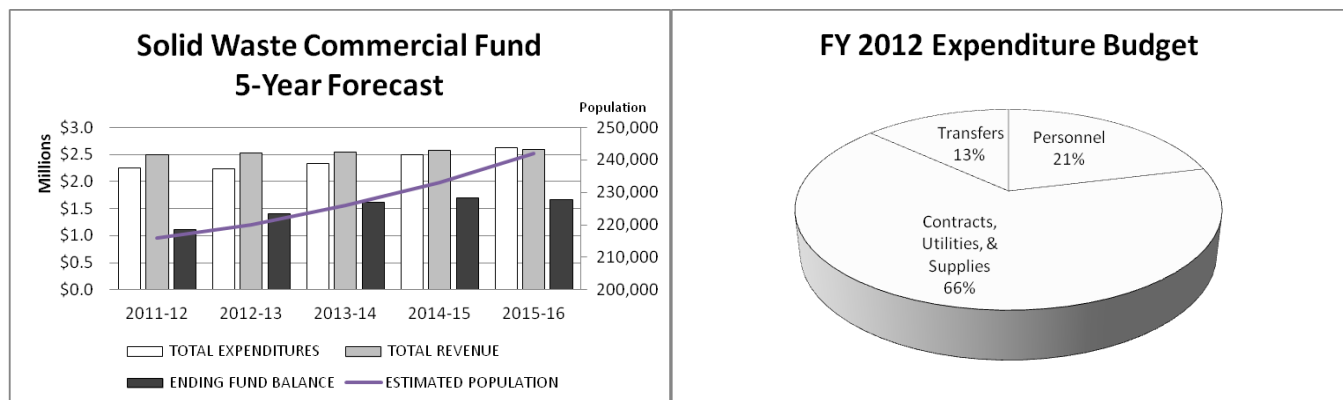
The following items highlight contributing factors that affect the Residential Solid Waste Fund:

- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is determined to be 2% of the budgeted base expenditures at a given point in the budget process.
- ✓ Operating contingency is 5% of budgeted base expenditures at a given point in the budget process.
- ✓ Operating result is Total Revenue less Total Expenditures.
- ✓ Rates are reviewed annually to ensure that revenues meet operating needs The Residential Solid Waste Fund rate structure is currently projected to be sufficient to finance operations without a rate increase in current or future planning years.



Commercial Solid Waste Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	871,000	1,119,000	1,406,000	1,621,000	1,698,000
Total Revenue	2,492,000	2,529,000	2,549,000	2,578,000	2,595,000
Base Expenditures	2,149,000	2,242,000	2,334,000	2,432,000	2,536,000
Base Expenditure - Change	-	-	-	68,000	73,000
Sub-Total Base Expenditures	2,149,000	2,242,000	2,334,000	2,500,000	2,609,000
One Time Expenditures	95,000	-	-	1,000	20,000
Debt Service	-	-	-	-	-
Capital Project Expenditures	-	-	-	-	-
Total Expenditures	2,244,000	2,242,000	2,334,000	2,501,000	2,629,000
Total Fund Balance	1,119,000	1,406,000	1,621,000	1,698,000	1,664,000
Operating Result	248,000	287,000	215,000	77,000	(34,000)



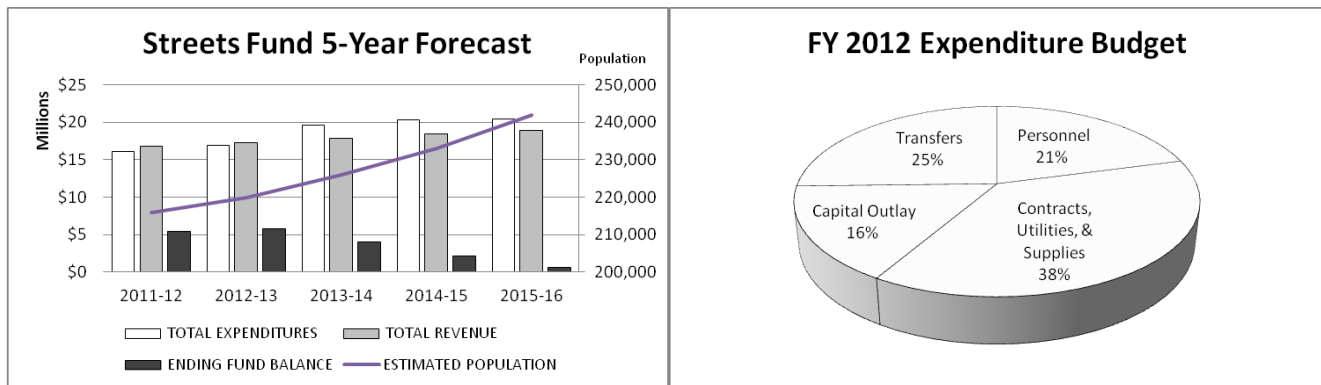
The following items highlight contributing factors that affect the Commercial Solid Waste Fund:

- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures the budgeted base expenditures at a given point in the budget process.
- ✓ Operating contingency is 5% of budgeted base expenditures at a given point in the budget process.
- ✓ Operating result is Total Revenue less Total Expenditures.
- ✓ Future base changes reflect anticipated increases to landfill costs and vehicle maintenance charges.



Streets Fund Five-Year Forecast

	Adopted FY 2012	Projected FY 2013	Projected FY 2014	Projected FY 2015	Projected FY 2016
Beginning Balance	4,787,000	5,457,000	5,742,000	4,060,000	2,136,000
Total Revenue	16,765,000	17,260,000	17,884,000	18,392,000	18,882,000
Base Expenditures	12,217,000	12,993,000	14,218,000	15,851,000	16,603,000
Base Expenditure - Change	-	-	380,000	380,000	380,000
Sub-Total Base Expenditures	12,217,000	12,993,000	14,598,000	16,231,000	16,983,000
One Time Expenditures	367,000	-	69,800	-	-
Debt Service	3,326,000	3,363,000	3,388,000	3,402,000	3,436,000
Capital Project Expenditures	185,000	619,000	1,510,000	683,000	-
Total Expenditures	16,095,000	16,975,000	19,565,800	20,316,000	20,419,000
Total Fund Balance	5,457,000	5,742,000	4,060,200	2,136,000	599,000
Operating Result	670,000	285,000	(1,681,800)	(1,924,000)	(1,537,000)



The following items highlight contributing factors that affect the Street Fund:

- ✓ Allowance for unexpended assumes that there will be a percentage of budgeted expenditures that are not actually spent at the end of the fiscal year. This allowance is determined to be 2% of the budgeted base expenditures at a given point in the budget process.
- ✓ Operating contingency is 5% of budgeted base expenditures at a given point in the budget process.
- ✓ Operating result is Total Revenue less Base Expenditures less capital maintenance costs which are included in the Capital Project Expenditure line item.
- ✓ Revenue in this fund is driven by state shared revenue and the state's economy. In 2012 an adjustment is due with the reallocation based on the 2010 census which will increase revenue.
- ✓ The base expenditure change is reflective of increasing costs for street maintenance due to growth in infrastructure.



Revenue Summary By Fund

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
GENERAL FUND:					
Non-Allocated	93,252,830	86,897,495	79,156,290	83,089,820	84,065,740
Management and Policy	7,821	15,643	2,000	2,620	12,000
Support Services	150,213	243,325	216,500	216,500	216,500
Finance	104,665	127,328	305,830	658,000	735,700
Legal and Court	108,289	103,089	96,000	103,500	101,600
Development Services	3,774,846	4,027,639	2,892,300	2,930,900	3,039,420
Police	3,883,316	4,180,255	3,957,050	4,063,400	4,168,500
Fire	1,937,432	1,241,853	1,350,000	1,196,000	1,185,000
Community Services	2,830,582	2,751,371	3,415,530	3,215,130	3,284,680
Non Departmental	8,313,224	8,943,137	9,058,140	3,544,140	8,038,580
TOTAL GENERAL FUND	\$ 114,363,218	\$ 108,531,135	\$ 100,449,640	\$ 99,020,010	\$ 104,847,720
UTILITY ADMINISTRATION	\$ -	\$ -	\$ 2,971,830	\$ 2,971,830	\$ 3,033,170
ENTERPRISE OPERATIONS:					
Water	34,194,008	36,248,151	37,234,000	37,740,000	37,234,000
Wastewater	20,722,158	22,044,539	22,142,010	22,313,800	22,142,010
Residential Solid Waste	14,490,554	16,450,643	14,442,500	14,892,500	14,800,000
Commercial Solid Waste	2,478,328	3,297,822	2,388,100	2,462,000	2,492,100
Irrigation	157,764	54,180	32,230	12,000	-
TOTAL ENTERPRISE	\$ 72,042,812	\$ 78,095,335	\$ 76,238,840	\$ 77,420,300	\$ 76,668,110
STREETS	\$ 18,193,579	\$ 16,691,751	\$ 16,717,300	\$ 15,750,000	\$ 16,764,710
INTERNAL SERVICES	\$ 19,791,225	\$ 19,101,605	\$ 19,588,980	\$ 19,790,990	\$ 21,016,060
REPLACEMENT FUNDS:					
General	207,994	109,755	-	65,000	65,000
Street	77,628	403,041	10,400	10,400	10,400
Water	4,401,932	5,032,653	5,376,920	5,376,920	5,376,920
Wastewater	5,667,221	5,620,061	5,781,460	5,781,460	5,781,460
Residential Solid Waste	1,930,785	1,906,191	1,214,380	1,214,380	1,265,160
Commercial Solid Waste	389,925	186,391	145,300	145,300	189,210
Fleet	71,452	16,661	17,050	17,050	17,050
TOTAL REPLACEMENT FUNDS	\$ 12,746,937	\$ 13,274,753	\$ 12,545,510	\$ 12,610,510	\$ 12,705,200
SUB TOTAL OPERATING FUNDS	\$ 237,137,771	\$ 235,694,579	\$ 228,512,100	\$ 227,563,640	\$ 235,034,970
SPECIAL REVENUE	\$ 28,210,499	\$ 39,967,009	\$ 42,881,530	\$ 42,876,530	\$ 42,677,300
CAPITAL IMPROVEMENTS	\$ 338,724,122	\$ 48,862,292	\$ 109,226,690	\$ 47,776,170	\$ 158,635,820
DEBT SERVICE	\$ 147,825,715	\$ 64,653,303	\$ 72,615,980	\$ 72,915,980	\$ 66,269,630
TRUST ACCOUNTS	\$ 796	\$ 100	\$ 100	\$ 100	\$ 100
TOTAL CURRENT REVENUE	\$ 751,898,903	\$ 389,177,283	\$ 453,236,400	\$ 391,132,420	\$ 502,617,820
FUND BALANCE					\$ 342,380,906
TOTAL RESOURCES					\$ 844,998,726



Revenue Summary By Fund By Type

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
GENERAL FUND					
Taxes and Fees	51,279,973	49,321,253	46,981,830	51,270,000	51,853,910
License and Permit	2,459,042	2,614,273	2,018,200	2,101,000	2,122,320
Intergovernmental	43,870,618	38,857,007	33,531,260	33,659,940	34,028,800
Charges for Service	4,059,664	4,211,260	4,536,160	4,238,410	4,465,010
Fines and Forfeits	3,738,910	3,961,355	3,843,050	3,945,400	4,056,100
Investment Income	260,758	158,239	200,000	210,000	252,000
Other Non-Operating	275,505	276,980	281,000	51,120	31,000
Interfund Transfers	8,418,748	9,130,768	9,058,140	3,544,140	8,038,580
TOTAL GENERAL FUND	\$ 114,363,218	\$ 108,531,135	\$ 100,449,640	\$ 99,020,010	\$ 104,847,720
UTILITY ADMINISTRATION					
Interfund Transfers	-	-	2,971,830	2,971,830	3,033,170
TOTAL UTILITY ADMINISTRATION	\$ -	\$ -	\$ 2,971,830	\$ 2,971,830	\$ 3,033,170
ENTERPRISE OPERATIONS					
License and Permit	155,798	127,458	62,210	58,000	72,210
Intergovernmental	285,232	1,203,092	900,000	900,000	900,000
Charges for Service	69,718,085	72,242,153	74,157,900	74,848,000	74,434,900
Fines and Forfeits	600	3,626	-	-	-
Investment Income	18,266	75,702	2,500	190,900	60,000
Other Non-Operating	335,980	89,159	26,000	258,400	36,000
Interfund Transfers	1,528,851	4,354,145	1,090,230	1,165,000	1,165,000
TOTAL ENTERPRISE OPERATIONS	\$ 72,042,812	\$ 78,095,335	\$ 76,238,840	\$ 77,420,300	\$ 76,668,110
STREETS FUND					
Intergovernmental	17,963,199	16,566,014	16,617,300	15,650,000	16,664,710
Charges for Service	16,682	4,888	-	-	-
Fines and Forfeits	5,419	1,728	-	-	-
Investment Income	25,226	15,087	5,000	5,000	5,000
Other Non-Operating	133,052	54,034	45,000	45,000	45,000
Interfund Transfers	50,001	50,000	50,000	50,000	50,000
TOTAL STREETS FUND	\$ 18,193,579	\$ 16,691,751	\$ 16,717,300	\$ 15,750,000	\$ 16,764,710
INTERNAL SERVICES					
Intergovernmental	356,159	394,880	350,000	350,000	350,000
Charges for Service	19,312,418	18,511,112	19,197,880	19,335,880	20,576,060
Investment Income	24,185	14,039	11,100	21,800	25,000
Other Non-Operating	98,463	181,574	30,000	83,310	65,000
TOTAL INTERNAL SERVICES	\$ 19,791,225	\$ 19,101,605	\$ 19,588,980	\$ 19,790,990	\$ 21,016,060
REPLACEMENT FUNDS					
Intergovernmental	-	360,492	-	-	-
Charges for Service	53,592	148,134	-	-	-
Fines and Forfeits	704	1,059	-	-	-
Investment Income	393,274	229,974	203,190	268,190	268,190
Other Non-Operating	267,228	103,194	-	-	-
Interfund Transfers	12,032,139	12,431,900	12,342,320	12,342,320	12,437,010
TOTAL REPLACEMENT FUNDS	\$ 12,746,937	\$ 13,274,753	\$ 12,545,510	\$ 12,610,510	\$ 12,705,200



Revenue Summary By Fund By Type

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
SPECIAL REVENUE FUNDS					
Taxes and Fees	25,087,592	34,423,022	23,761,420	23,761,420	23,367,190
Intergovernmental	2,320,779	2,067,041	6,357,130	6,357,130	6,357,130
Charges for Service	1,642,984	1,741,976	1,325,000	1,325,000	1,420,000
Fines and Forfeits	477,822	480,379	300,890	300,890	300,890
Investment Income	371,703	260,347	1,200	1,200	1,200
Other Non-Operating	112,868	118,345	30,000	25,000	225,000
Interfund Transfers	(1,803,249)	875,899	11,105,890	11,105,890	11,005,890
TOTAL SPECIAL REVENUE	\$ 28,210,499	\$ 39,967,009	\$ 42,881,530	\$ 42,876,530	\$ 42,677,300
CAPITAL IMPROVEMENTS					
Intergovernmental	26,709,722	15,831,319	15,764,940	1,282,500	17,319,000
Charges for Service	-	-	3,400	3,400	3,400
Investment Income	1,375,805	442,702	-	6,000	-
Other Non-Operating	1,068,555	1,385,383	-	(129,000)	1,349,000
Bond Proceeds	193,022,024	-	50,059,590	28,736,000	100,000,000
Interfund Transfers	116,548,016	31,202,888	43,398,760	17,877,270	39,964,420
TOTAL CAPITAL IMPROVEMENT	\$ 338,724,122	\$ 48,862,292	\$ 109,226,690	\$ 47,776,170	\$ 158,635,820
DEBT SERVICE					
Taxes and Fees	30,836,167	30,116,880	26,418,130	26,418,130	21,400,000
Investment Income	573,987	94,094	-	-	75,000
Bond Proceeds	81,234,065	437,493	677,250	977,250	1,167,660
Interfund Transfers	35,181,496	34,004,836	45,520,600	45,520,600	43,626,970
TOTAL DEBT SERVICE	\$ 147,825,715	\$ 64,653,303	\$ 72,615,980	\$ 72,915,980	\$ 66,269,630
TRUST ACCOUNTS					
Investment Income	796	100	100	100	100
TOTAL TRUST ACCOUNTS	\$ 796	\$ 100	\$ 100	\$ 100	\$ 100
GRAND TOTAL REVENUE	\$ 751,898,903	\$ 389,177,283	\$ 453,236,400	\$ 391,132,420	\$ 502,617,820



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
GENERAL FUND					
Operating					
Non-Allocated:					
Privilege License Tax	48,643,086	46,762,352	44,236,000	48,200,000	48,682,000
CATV Franchise Fee	1,700,476	1,565,882	1,563,500	1,563,500	1,579,140
Electric Franchise	357,265	367,789	366,500	366,500	370,170
Natural Gas Franchise	485,947	514,843	515,000	490,000	494,900
State Shared Privilege License Tax	14,125,962	13,029,141	13,320,000	13,420,000	13,554,200
Urban Revenue Sharing	26,434,943	22,922,794	17,283,340	17,283,340	17,595,000
SRP in Lieu	948,510	1,327,755	1,327,800	1,351,480	1,351,480
Investment Income	260,758	158,209	200,000	210,000	252,000
Other Revenue	295,883	248,730	344,150	205,000	186,850
Total Non-Allocated	\$ 93,252,830	\$ 86,897,495	\$ 79,156,290	\$ 83,089,820	\$ 84,065,740
Management and Policy:					
Mayor and Council	-	10,951	-	-	10,000
Town Clerk	7,821	4,692	2,000	2,620	2,000
Total Management and Policy	\$ 7,821	\$ 15,643	\$ 2,000	\$ 2,620	\$ 12,000
Support Services:					
Facilities Maintenance	1,773	-	-	-	-
Municipal Center	1,000	-	-	-	-
Public Safety Center	117,453	201,348	200,000	200,000	200,000
Heritage Annex	28,284	22,284	16,300	16,300	16,300
Application Operations	1,000	18,177	-	-	-
GIS Application and Support	503	500	-	-	-
Personnel	200	307	200	200	200
Risk Management	-	107	-	-	-
Payroll	-	602	-	-	-
Total Support Services	\$ 150,213	\$ 243,325	\$ 216,500	\$ 216,500	\$ 216,500
Finance:					
Accounting Services	11,467	14,436	5,000	8,000	8,000
Tax Compliance	93,198	110,387	300,830	650,000	727,700
Utility Customer Service	-	1,630	-	-	-
Budget	-	875	-	-	-
Total Finance	\$ 104,665	\$ 127,328	\$ 305,830	\$ 658,000	\$ 735,700
Legal and Court:					
Town Prosecutor	8,364	5,468	4,500	4,500	4,500
Municipal Court	99,925	97,621	91,500	99,000	97,100
Total Legal and Court	\$ 108,289	\$ 103,089	\$ 96,000	\$ 103,500	\$ 101,600



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
Development Services:					
Administration & Customer Service	239,673	224,229	360,750	229,300	229,820
Permit & Plan Review Building	2,100,671	2,496,366	1,625,000	1,700,000	1,738,000
Permit & Plan Review Fire	251,740	185,979	144,500	150,000	151,500
Permit & Plan Review Engineer	499,682	355,646	326,100	478,500	484,780
Inspection & Compliance Building	226	372	-	-	-
Inspection & Compliance Fire	34,152	36,129	39,000	20,000	39,000
Inspection & Compliance Engineer	13,577	9,998	8,950	25,000	25,250
Inspection & Compliance Code	360	445	-	-	-
Inspection & Compliance Backflow	203,354	218,751	-	-	-
Planning & Development	431,395	499,699	388,000	328,100	371,070
Business Development	16	25	-	-	-
Total Development Services	\$ 3,774,846	\$ 4,027,639	\$ 2,892,300	\$ 2,930,900	\$ 3,039,420
Police Department:					
Animal Control	865	252	-	-	-
Incarceration	1,014,787	1,225,872	1,319,220	1,200,000	1,300,000
Patrol	472,367	493,141	436,130	425,000	425,500
Traffic	1,693,064	1,704,973	1,557,000	1,700,000	1,704,000
Court Support	178,788	187,604	157,700	185,400	187,250
Records	36,956	33,370	32,000	40,000	35,000
Property	-	44,077	-	-	-
Alarm Management	174,532	138,137	138,000	138,000	138,000
Counseling	311,839	352,829	317,000	375,000	378,750
Persons Crimes	118	-	-	-	-
Total Police Department	\$ 3,883,316	\$ 4,180,255	\$ 3,957,050	\$ 4,063,400	\$ 4,168,500
Fire Department:					
Administration	10,254	8,888	10,000	10,000	10,000
Training	30,192	12,030	20,000	15,000	12,000
Operations	1,896,059	1,218,233	1,120,000	1,150,000	1,069,000
Prevention	105	2,696	200,000	21,000	94,000
Education	-	6	-	-	-
Emergency Operations Center	822	-	-	-	-
Total Fire Department	\$ 1,937,432	\$ 1,241,853	\$ 1,350,000	\$ 1,196,000	\$ 1,185,000
Community Services:					
Parks and Open Space	25,846	16,427	218,080	16,810	18,080
Freestone Park	38,440	43,273	45,130	46,000	59,580
Crossroads Park	59,248	43,805	40,290	40,290	40,290
McQueen Park	39,684	40,991	41,120	41,120	41,120
Hetchler Park	14,012	8,266	8,690	8,690	8,690
Discovery Park	28,010	16,212	15,840	15,840	15,840
Cosmo Park	874	1,892	1,440	1,440	1,440
Elliot District Park	-	-	131,910	131,910	131,910
Gilbert Pool	5,922	72	-	-	-



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
Mesquite Pool	88,941	78,488	122,650	122,650	122,650
Greenfield Pool	110,938	124,193	137,060	137,060	137,060
Perry Pool	95,413	102,696	127,000	127,000	127,000
Willams Field Pool	91,550	100,449	121,950	121,950	121,950
Community Center	92,405	104,318	104,750	104,750	107,250
McQueen Activity Center	229,818	241,017	220,800	220,800	234,000
Page Park Center	22,610	25,933	75,770	75,770	75,770
Freestone Recreation Center	823,204	847,941	949,210	949,210	992,210
Southeast Regional Library	347,378	273,297	461,510	461,510	461,510
Perry Branch Library	229,509	172,896	100,120	100,120	100,120
Teen Programs	13,400	1,391	-	-	-
Youth Sports	51,608	50,786	51,610	51,610	51,610
Adult Sports	257,739	282,790	286,000	286,000	286,000
Special Events	129,153	129,239	85,000	85,000	85,000
Special Needs	13,605	18,193	15,840	15,840	15,840
Outdoor Programs	21,275	26,806	22,760	22,760	28,760
4th of July Activities	-	-	10,000	10,000	-
Gilbert Days	-	-	20,000	20,000	20,000
Constitution Week	-	-	1,000	1,000	1,000
Total Community Services	\$ 2,830,582	\$ 2,751,371	\$ 3,415,530	\$ 3,215,130	\$ 3,284,680
Non Departmental:					
Transportation	\$ 97,824	\$ 31,128	\$ -	\$ -	\$ -
Transfers In:					
Overhead	6,887,450	6,693,002	2,808,220	2,808,220	2,850,740
Court	145,496	145,695	100,000	100,000	100,000
Police Security	-	-	120,000	120,000	30,000
Police Impound	-	63,008	55,920	55,920	55,920
Riparian	-	-	25,000	25,000	25,000
Other	1,182,454	2,010,304	5,949,000	435,000	4,976,920
Total Transfers	\$ 8,215,400	\$ 8,912,009	\$ 9,058,140	\$ 3,544,140	\$ 8,038,580
Total Non Departmental	\$ 8,313,224	\$ 8,943,137	\$ 9,058,140	\$ 3,544,140	\$ 8,038,580
TOTAL GENERAL FUND	\$ 114,363,218	\$ 108,531,135	\$ 100,449,640	\$ 99,020,010	\$ 104,847,720
UTILITY ADMINISTRATION					
Utility Customer Service	\$ -	\$ -	\$ 1,672,450	\$ 1,672,450	\$ 1,860,860
Public Works Administration	\$ -	\$ -	\$ 821,420	\$ 821,420	\$ 701,180
Utility Locates	\$ -	\$ -	\$ 477,960	\$ 477,960	\$ 471,130
TOTAL UTILITY ADMINISTRATION	\$ -	\$ -	\$ 2,971,830	\$ 2,971,830	\$ 3,033,170



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
ENTERPRISE OPERATIONS					
WATER					
Non-Allocated:					
Meter Water Sales	31,181,577	32,500,662	34,145,000	33,000,000	34,145,000
Meter Installation	189,579	206,759	226,000	125,000	226,000
Hydrant Water Metered Sales	368,566	262,928	256,000	215,000	256,000
Account Activation Fee	284,719	301,803	290,000	280,000	290,000
Delinquency/Late Fee	1,249,476	1,166,862	1,177,000	1,145,000	1,177,000
Investment Income	21,889	66,713	-	145,000	-
Other Non-Allocated	309,407	177,411	-	154,000	-
Total Non-Allocated	33,605,213	34,683,138	36,094,000	35,064,000	36,094,000
Production					
North Plant Production	277,230	339,525	240,000	1,590,000	240,000
Santan Vista Treatment Plant	285,232	1,203,092	900,000	900,000	900,000
Total Production	562,462	1,542,617	1,140,000	2,490,000	1,140,000
Distribution	11,554	19,187	-	186,000	-
Metering	14,779	3,209	-	-	-
TOTAL WATER	\$ 34,194,008	\$ 36,248,151	\$ 37,234,000	\$ 37,740,000	\$ 37,234,000
WASTEWATER					
Non-Allocated:					
Reuse/Recharge Water Use	778,241	692,974	670,000	735,000	670,000
Commercial Wastewater	1,848,141	1,942,230	1,971,500	1,900,000	1,971,500
Residential Wastewater	16,993,845	18,120,960	18,515,800	18,700,000	18,515,800
Investment Income	16,966	6,588	-	6,900	-
Other Non-Allocated	981,549	1,010,179	920,000	920,000	920,000
Total Non-Allocated	20,618,742	21,772,931	22,077,300	22,261,900	22,077,300
Administration	1,220	-	-	-	-
Collection	8,525	180,150	-	-	-
Reclaimed:					
Effluent Recharge	498	-	-	1,400	-
Total Reclaimed	498	-	-	1,400	-
Quality	92,798	91,458	37,210	18,000	37,210
Riparian	\$ -	\$ -	\$ 27,500	\$ 27,500	\$ 27,500



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
TOTAL WASTEWATER	\$ 20,722,158	\$ 22,044,539	\$ 22,142,010	\$ 22,313,800	\$ 22,142,010
RESIDENTIAL SOLID WASTE					
Non-Allocated:					
Solid Waste Collection	13,352,207	13,353,150	13,825,000	13,900,000	13,825,000
Investment Income	5,990	13,955	2,500	60,000	60,000
Other Non-Allocated	43,331	2,166,632	-	-	-
Total Non-Allocated	13,401,528	15,533,737	13,827,500	13,960,000	13,885,000
Collections	165,681	105,580	55,000	55,000	55,000
Uncontained	42,266	33,449	25,000	25,000	25,000
Recycling	877,984	774,100	535,000	852,500	835,000
Environmental Programs	3,095	3,777	-	-	-
TOTAL RESIDENTIAL SOLID WASTE	\$ 14,490,554	\$ 16,450,643	\$ 14,442,500	\$ 14,892,500	\$ 14,800,000
COMMERCIAL SOLID WASTE					
Non-Allocated:					
Other Non-Allocated	11,302	901,372	-	3,000	-
Total Non-Allocated	11,302	901,372	-	3,000	-
Administration	63,000	36,000	25,000	40,000	35,000
Collections	1,804,192	1,739,574	1,780,300	1,807,000	1,802,300
Rolloffs	599,834	620,876	582,800	612,000	654,800
TOTAL COMMERCIAL SOLID WASTE	\$ 2,478,328	\$ 3,297,822	\$ 2,388,100	\$ 2,462,000	\$ 2,492,100
IRRIGATION	\$ 157,764	\$ 54,180	\$ 32,230	\$ 12,000	\$ -
TOTAL ENTERPRISE	\$ 72,042,812	\$ 78,095,335	\$ 76,238,840	\$ 77,420,300	\$ 76,668,110
STREETS					
Non-Allocated:					
Highway User Tax	10,651,366	10,090,894	10,448,320	10,200,000	10,495,730
Local Transportation Assistance	861,189	518,737	-	-	-
Auto Lieu Tax	6,450,644	5,956,383	6,168,980	5,450,000	6,168,980
Investment Income	25,226	15,087	5,000	5,000	5,000
Other Non-Allocated	42,126	4,665	-	-	-
Total Non-Allocated	18,030,551	16,585,766	16,622,300	15,655,000	16,669,710



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
Street Maintenance:					
Asphalt Patching	51,183	50,594	50,000	50,000	50,000
Total Street Maintenance	51,183	50,594	50,000	50,000	50,000
Traffic Control:					
Street Signs	6,262	1,266	-	-	-
Street Lighting	52,643	46,209	45,000	45,000	45,000
Traffic Signal Maintenance	39,508	4,695	-	-	-
Total Traffic Control	98,413	52,170	45,000	45,000	45,000
Right of Way Maintenance:					
Landscape Maintenance	11,525	2,593	-	-	-
Concrete Repair	1,907	628	-	-	-
Total Right of Way Maintenance	13,432	3,221	-	-	-
TOTAL STREETS	\$ 18,193,579	\$ 16,691,751	\$ 16,717,300	\$ 15,750,000	\$ 16,764,710
INTERNAL SERVICE					
Fleet Maintenance:					
Fleet Maintenance	6,795,223	6,176,017	7,110,880	7,110,880	7,931,060
Total Fleet Maintenance	\$ 6,795,223	\$ 6,176,017	\$ 7,110,880	\$ 7,110,880	\$ 7,931,060
Copy Services	\$ 406,661	\$ 360,464	\$ 368,600	\$ 368,600	\$ 368,600
Health Self-Insurance	\$ 12,589,341	\$ 12,565,124	\$ 10,977,000	\$ 11,185,310	\$ 11,645,000
Dental Self-Insurance	\$ -	\$ -	\$ 1,132,500	\$ 1,126,200	\$ 1,071,400
TOTAL INTERNAL SERVICES	\$ 19,791,225	\$ 19,101,605	\$ 19,588,980	\$ 19,790,990	\$ 21,016,060
REPLACEMENT FUNDS:					
General	207,994	109,755	-	65,000	65,000
Water	4,401,932	5,032,653	5,376,920	5,376,920	5,376,920
Wastewater	5,667,221	5,620,061	5,781,460	5,781,460	5,781,460
Residential Solid Waste	1,930,785	1,906,191	1,214,380	1,214,380	1,265,160
Commercial Solid Waste	389,925	186,391	145,300	145,300	189,210
Streets	77,628	403,041	10,400	10,400	10,400
Fleet	71,452	16,661	17,050	17,050	17,050
TOTAL REPLACEMENT FUNDS	\$ 12,746,937	\$ 13,274,753	\$ 12,545,510	\$ 12,610,510	\$ 12,705,200
SUB TOTAL OPERATING FUNDS	\$ 237,137,771	\$ 235,694,579	\$ 228,512,100	\$ 227,563,640	\$ 235,034,970



Revenue Detail

	2008-09 Actual	2009-10 Actual	2010-11 Adopted	2010-11 Projected	2011-12 Adopted
SPECIAL REVENUE FUNDS					
Redevelopment	33,100	5,370	-	-	-
CDBG/HOME	479,030	511,707	1,357,130	1,357,130	1,357,130
Solid Waste Container	96,338	111,174	61,200	61,200	156,200
Traffic Signal SDF	1,222,914	964,544	689,000	689,000	689,000
Police SDF	1,041,187	1,132,934	680,000	680,000	680,000
Fire SDF	1,731,628	1,936,049	1,139,000	1,139,000	1,139,000
General Government SDF	1,151,146	1,240,527	745,000	745,000	745,000
Parks and Recreation SDF	5,030,602	6,445,225	4,092,000	4,092,000	4,092,000
Water SDF	6,647,698	8,639,506	11,335,000	11,335,000	11,335,000
Water Resource Fee	2,016,865	2,727,155	1,626,000	1,626,000	1,626,000
Wastewater SDF	1,605,815	8,731,854	11,507,340	11,507,340	11,507,340
Grants	2,239,576	1,892,261	5,000,000	5,000,000	5,000,000
Riparian Capital	365,308	401,148	-	-	-
Police Impound	407,437	317,882	320,000	320,000	320,000
Street Light Improvement	1,432,039	1,652,450	1,692,300	1,692,300	1,431,360
Parkway Improvement	862,323	1,303,953	1,340,780	1,340,780	1,107,490
Other Special Revenue	1,847,493	1,953,270	1,296,780	1,291,780	1,491,780
TOTAL SPECIAL REVENUE FUNDS	\$ 28,210,499	\$ 39,967,009	\$ 42,881,530	\$ 42,876,530	\$ 42,677,300
CAPITAL IMPROVEMENTS					
Capital Projects Administration	-	-	808,800	935,170	872,820
Improvement Districts	8,711,608	58,157	50,059,590	-	100,000,000
Streets and Transportation	184,156,433	17,805,832	12,276,080	30,506,000	15,184,000
Traffic Control	2,471,378	159,018	1,791,000	971,000	1,114,000
Redevelopment	4,572,928	1,683,450	8,236,000	224,000	7,411,000
Municipal Facilities	16,073,143	808,620	5,746,220	1,361,000	6,906,000
Water	57,059,795	14,821,119	22,871,000	10,468,000	22,109,000
Wastewater	(3,017,049)	12,250,151	1,242,000	2,078,000	343,000
Storm Water	25,661	417,620	-	-	-
Parks and Open Space	68,670,225	858,325	6,196,000	1,233,000	4,696,000
TOTAL CAPITAL IMPROVEMENTS	\$ 338,724,122	\$ 48,862,292	\$ 109,226,690	\$ 47,776,170	\$ 158,635,820
DEBT SERVICE					
General Obligation Debt	42,207,864	44,467,363	41,394,630	41,394,630	35,752,180
Improvement Districts	421,894	437,619	677,250	977,250	1,167,660
MPC - Public Facilities	84,331,868	5,782,724	5,774,690	5,774,690	5,768,180
MPC - Water	10,730,597	8,497,395	15,089,140	15,089,140	14,963,190
MPC - Wastewater	10,133,492	5,185,481	9,405,860	9,405,860	8,330,000
Miscellaneous	-	282,721	274,410	274,410	288,420
TOTAL DEBT SERVICE	\$ 147,825,715	\$ 64,653,303	\$ 72,615,980	\$ 72,915,980	\$ 66,269,630
TRUST ACCOUNTS	\$ 796	\$ 100	\$ 100	\$ 100	\$ 100
TOTAL CURRENT REVENUE	\$ 751,898,903	\$ 389,177,283	\$ 453,236,400	\$ 391,132,420	\$ 502,617,820



Expense Summary

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
GENERAL FUND:					
Management and Policy	5,014,992	4,702,556	3,740,260	3,674,750	3,523,080
Support Services	9,300,540	9,112,861	9,524,540	9,203,340	9,434,750
Finance	3,399,992	3,373,340	1,550,850	1,404,340	1,821,060
Legal and Court	4,442,275	4,450,320	4,476,260	4,269,340	4,275,920
Development Services	10,127,883	8,037,397	6,392,590	6,006,840	6,508,600
Police	36,462,813	36,301,855	36,676,870	34,501,670	36,344,550
Fire	20,521,178	19,988,210	20,926,650	19,882,150	20,891,490
Public Works	1,172,560	1,180,301	-	-	-
Community Services	11,003,102	10,356,602	11,076,330	11,243,040	11,122,460
Non-Departmental	12,596,679	9,912,675	8,648,610	9,778,790	10,852,560
TOTAL GENERAL FUND	\$ 114,042,014	\$ 107,416,117	\$ 103,012,960	\$ 99,964,260	\$ 104,774,470
UTILITY ADMINISTRATION	\$ -	\$ -	\$ 2,971,830	\$ 2,969,750	\$ 3,033,200
ENTERPRISE OPERATIONS:					
Water	28,696,144	29,616,140	35,866,580	33,242,560	37,976,750
Wastewater	22,034,033	21,587,467	22,828,050	21,689,630	23,557,650
Residential Solid Waste	13,248,731	12,548,892	13,360,940	12,464,820	13,828,880
Commercial Solid Waste	2,288,189	2,048,447	2,182,990	1,939,180	2,243,900
Irrigation	157,764	54,180	32,230	9,020	-
TOTAL ENTERPRISE	\$ 66,424,861	\$ 65,855,126	\$ 74,270,790	\$ 69,345,210	\$ 77,607,180
STREETS	\$ 20,072,508	\$ 15,413,329	\$ 16,300,700	\$ 15,616,040	\$ 16,094,910
INTERNAL SERVICES	\$ 18,427,606	\$ 17,092,050	\$ 19,848,170	\$ 19,193,730	\$ 22,371,810
REPLACEMENT FUNDS:					
General	1,770,593	895,427	5,337,780	595,000	5,945,180
Streets	-	430,590	716,000	-	948,000
Water	42,331	-	8,108,000	5,285,000	8,212,000
Wastewater	-	157,845	8,679,000	5,722,790	8,706,000
Residential Solid Waste	194,912	3,133,433	2,896,000	1,934,000	1,571,000
Commercial Solid Waste	220,719	1,130,111	438,000	272,000	160,000
Fleet	25,434	-	19,000	-	-
TOTAL REPLACEMENT FUNDS	\$ 2,253,989	\$ 5,747,406	\$ 26,193,780	\$ 13,808,790	\$ 25,542,180
SUBTOTAL OPERATING FUNDS	\$ 221,220,978	\$ 211,524,028	\$ 242,598,230	\$ 220,897,780	\$ 249,423,750
SPECIAL REVENUE FUNDS	\$ 41,549,250	\$ 57,194,769	\$ 75,251,580	\$ 58,953,870	\$ 68,012,480
CAPITAL IMPROVEMENTS	\$ 185,034,017	\$ 74,624,527	\$ 192,461,610	\$ 53,746,600	\$ 217,047,850
DEBT SERVICE	\$ 171,862,339	\$ 72,923,452	\$ 84,494,630	\$ 74,251,220	\$ 78,805,000
TRUST ACCOUNTS	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
TOTAL EXPENDITURES	\$ 619,669,084	\$ 416,269,276	\$ 594,808,550	\$ 407,851,970	\$ 613,291,580



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
GENERAL FUND					
MANAGEMENT AND POLICY					
Mayor and Council	555,658	501,295	625,070	509,260	679,020
Boards and Commissions	26,288	32,222	29,800	20,880	30,800
Manager:					
Town Manager	662,167	743,074	511,020	767,530	846,860
Communication	634,969	641,105	457,140	387,900	537,070
Capital Project Coordination	1,161,638	1,012,220	-	-	-
Intergovernmental	333,403	348,301	359,240	252,460	231,140
Total Manager	2,792,177	2,744,700	1,327,400	1,407,890	1,615,070
Town Clerk	1,101,334	851,099	1,242,970	1,176,220	683,170
General Counsel	539,535	573,240	515,020	560,500	515,020
TOTAL MANAGEMENT AND POLICY	\$ 5,014,992	\$ 4,702,556	\$ 3,740,260	\$ 3,674,750	\$ 3,523,080
SUPPORT SERVICES					
Support Services Administration	159,028	158,093	152,210	205,200	152,380
Facilities Management:					
Facilities Maintenance	776,253	744,560	802,160	724,710	782,520
Municipal Office I	387,574	361,480	340,510	353,520	366,360
Public Works Facility	172,929	156,547	156,970	155,750	152,970
Municipal Office II	159,230	156,666	169,240	158,640	158,080
Public Safety Center	894,594	838,792	852,550	858,260	869,260
South Area Service Center	176,344	184,153	203,570	197,070	199,470
Heritage Annex	24,232	33,010	39,010	36,040	38,610
Traffic Center/Radio Facility	26,260	21,481	43,600	42,600	33,600
Total Facilities Management	2,617,416	2,496,689	2,607,610	2,526,590	2,600,870
Technology Services:					
Technology Services Admin	314,562	304,715	294,050	284,130	294,440
Communication Services	1,519,963	1,393,800	1,671,040	1,385,010	1,563,800
Application Operations	2,303,843	2,291,537	2,324,910	2,302,730	2,382,500
GIS Application and Support	696,034	655,100	664,260	645,810	662,200
Imaging Support	-	148,497	161,610	264,920	171,730
Total Technology Services	4,834,402	4,793,649	5,115,870	4,882,600	5,074,670
Human Resources:					
Personnel	941,167	946,524	916,690	811,080	833,730
Training and Development	240,104	214,422	246,200	241,560	219,190
Risk Management	289,325	277,076	295,740	295,090	298,020
Payroll	219,098	226,408	190,220	241,220	255,890
Total Human Resources	1,689,694	1,664,430	1,648,850	1,588,950	1,606,830
TOTAL SUPPORT SERVICES	\$ 9,300,540	\$ 9,112,861	\$ 9,524,540	\$ 9,203,340	\$ 9,434,750



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
FINANCE:					
Finance Administration	-	-	-	98,420	146,340
Accounting Services	775,542	779,722	727,750	585,500	730,010
Purchasing	324,712	304,236	251,070	194,350	238,380
Tax Compliance	-	-	300,820	221,670	321,710
Utilities	1,659,971	1,633,502	-	-	-
Budget	639,767	655,880	271,210	304,400	384,620
TOTAL FINANCE	\$ 3,399,992	\$ 3,373,340	\$ 1,550,850	\$ 1,404,340	\$ 1,821,060
LEGAL AND COURT					
Prosecutor	1,582,887	1,581,965	1,608,690	1,548,340	1,602,660
Municipal Court	2,859,388	2,868,355	2,867,570	2,721,000	2,673,260
TOTAL LEGAL AND COURT	\$ 4,442,275	\$ 4,450,320	\$ 4,476,260	\$ 4,269,340	\$ 4,275,920
DEVELOPMENT SERVICES					
Administration and Customer Svc	678,642	665,810	653,520	642,750	753,290
Permitting and Plan Review :					
Building	685,016	414,852	425,910	388,310	432,200
Fire	152,489	152,017	151,360	144,940	151,360
Engineering	1,196,320	1,168,814	1,049,140	560,310	451,770
Planning	337,288	266,247	259,180	248,950	261,360
Total Permit and Plan Review	2,371,113	2,001,930	1,885,590	1,342,510	1,296,690
Inspection and Compliance:					
Building	1,232,439	854,928	820,370	772,640	816,220
Fire	159,770	105,410	106,760	100,570	105,120
Engineering	617,162	561,914	564,180	547,090	562,800
Planning	102,132	63,686	60,410	58,650	60,720
Code	618,981	569,723	583,500	557,740	585,800
Backflow	203,352	218,751	-	-	-
Total Inspection and Compliance	2,933,836	2,374,412	2,135,220	2,036,690	2,130,660
Planning and Development	1,595,797	1,131,306	1,154,310	1,043,490	1,096,510
Business Development:					
Business Development Admin	2,548,495	1,861,317	553,950	541,290	659,090
Shop Gilbert	-	2,622	10,000	10,000	10,000
Total Business Development	2,548,495	1,863,939	563,950	551,290	669,090
Engineering Services:					
Engineering Administration	-	-	-	133,590	189,990
Engineering Development	-	-	-	54,930	97,120
Engineering Traffic	-	-	-	201,590	275,250
Total Engineering Services	-	-	-	390,110	562,360
TOTAL DEVELOPMENT SERVICES	\$ 10,127,883	\$ 8,037,397	\$ 6,392,590	\$ 6,006,840	\$ 6,508,600



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
POLICE DEPARTMENT					
Administration	871,543	825,854	821,790	782,560	804,090
Animal Control	127,133	133,117	139,780	139,780	139,780
Incarceration	2,040,129	2,320,547	2,400,000	2,400,000	2,400,000
Office of Professional Standards:					
OPS - Internal Affairs	494,252	481,315	486,190	450,440	449,550
OPS - Hiring/Accreditation	311,831	298,350	314,180	296,000	308,930
Total Office of Prof Standards	806,083	779,665	800,370	746,440	758,480
Patrol Services:					
Uniform Patrol	16,830,041	16,705,576	16,559,580	15,825,460	16,560,980
Canine Unit	396,618	386,921	405,900	397,280	403,430
Traffic Unit	2,080,887	1,971,136	2,156,740	1,885,100	2,112,470
Special Assignment Unit	922,735	860,179	835,870	736,240	814,780
Court Support	370,336	358,998	373,630	347,220	354,710
School Programs	1,274,370	1,263,708	1,273,560	1,013,410	1,088,950
Total Patrol Services	21,874,987	21,546,518	21,605,280	20,204,710	21,335,320
Support Services:					
Administration	-	-	159,620	128,020	164,470
Records	920,156	923,138	955,070	888,520	920,640
Communication	2,671,595	2,878,559	2,760,730	2,578,590	2,738,100
Property	543,403	543,000	551,580	541,120	550,760
Alarm Management	70,965	71,725	68,700	74,030	76,150
Training & Program Coordination	319,954	241,868	193,440	136,870	161,190
Planning and Research	157,886	157,680	158,970	151,910	158,350
Crime Prevention	326,131	248,719	301,510	232,680	301,550
Total Support Services	5,010,090	5,064,689	5,149,620	4,731,740	5,071,210
Counseling Services	769,586	754,513	741,090	696,720	756,710
Investigations:					
General Investigations	293,299	291,830	423,730	432,740	456,460
Special Investigations	902,686	881,630	684,510	602,380	652,670
Persons Crimes - CSCU	2,089,005	2,070,071	1,146,300	1,040,810	1,041,610
Persons Crimes - VCU	-	-	831,660	881,180	1,002,790
Property Crimes	1,508,865	1,500,350	1,202,940	1,089,540	1,151,770
Intel and Analysis Unit	-	-	585,730	621,680	642,450
Total Investigations	4,793,855	4,743,881	4,874,870	4,668,330	4,947,750
Special Operations:					
Emergency Response Unit	169,407	133,071	144,070	131,390	131,210
Total Special Operations	169,407	133,071	144,070	131,390	131,210
TOTAL POLICE DEPARTMENT	\$ 36,462,813	\$ 36,301,855	\$ 36,676,870	\$ 34,501,670	\$ 36,344,550
FIRE DEPARTMENT					
Fire Administration	658,690	588,874	702,440	609,780	693,590



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Operations:					
Fire Training	632,080	646,604	728,490	720,110	830,990
Fire Operations	18,332,147	17,884,040	18,610,020	17,663,850	18,463,380
Total Operations	18,964,227	18,530,644	19,338,510	18,383,960	19,294,370
Fire Prevention:					
Fire Prevention	526,610	506,437	517,080	485,370	508,610
Fire Public Education	96,325	90,221	107,910	101,070	108,540
Investigations	5,262	7,832	15,690	19,190	15,710
Total Fire Prevention	628,197	604,490	640,680	605,630	632,860
Emergency Operations Center	270,064	264,202	245,020	282,780	270,670
TOTAL FIRE DEPARTMENT	\$ 20,521,178	\$ 19,988,210	\$ 20,926,650	\$ 19,882,150	\$ 20,891,490
PUBLIC WORKS					
Public Works Administration	736,741	743,272	-	-	-
Irrigation Fund Subsidy	-	-	-	-	-
Utility Locates	435,819	437,029	-	-	-
TOTAL PUBLIC WORKS	\$ 1,172,560	\$ 1,180,301	\$ -	\$ -	\$ -
COMMUNITY SERVICES					
Community Services Admin	785,267	664,026	663,750	632,330	665,260
Parks:					
Parks Administration	3,719,304	1,299,629	1,871,800	1,837,070	1,823,340
Freestone Park	1,258	482,931	324,240	331,540	324,240
Crossroads Park	366	313,902	239,600	277,280	239,680
McQueen Park	208	294,068	196,440	211,040	196,440
Hetchler Park	35	84,560	89,960	96,350	89,610
Nichols Park	-	70,761	61,980	76,230	57,420
Elliot District Park	-	21,098	5,740	13,990	5,740
Rittenhouse Basin	-	378	500	-	500
John Allen Park	-	9,519	10,310	13,970	10,310
Veterans Park	-	8,294	8,480	11,280	8,480
Page Park	-	37,186	28,540	49,840	29,600
Circle G Basin	-	25,188	23,690	25,690	25,090
Oak Tree Park	-	25,419	25,930	30,520	25,930
Village II Park	-	14,023	15,300	16,180	15,300
Old West Park	-	6,585	7,570	7,920	7,570
Sunview Park	-	28,523	24,000	26,650	25,700
Villa Madeira Park	-	10,909	10,250	10,660	10,550
Vista Allegre Park	-	16,713	16,310	17,010	16,310
Discovery Park	202	276,857	210,710	215,660	210,710
Cosmo Park	313	134,327	94,980	106,530	94,980
Water Tower Park	688	48,689	52,800	69,560	52,800
Western Canal Amenities	-	41,417	43,830	50,390	43,880
Vaughn Avenue Basin	-	24,088	26,790	28,810	26,790
Zanjero Park	-	51,123	43,510	49,260	43,480
Sonoqui Wash	-	22,194	5,600	-	5,600



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Trail System	-	89,090	54,280	-	54,280
Other Parks	-	75,412	40,900	-	40,900
Queen Creek Wash	-	-	10,000	-	10,000
Heritage District	-	-	92,700	105,400	112,700
PKID Maintenance	168,029	-	-	-	-
Total Parks	3,890,403	3,512,883	3,636,740	3,678,830	3,607,930
Aquatics:					
Gilbert Pool	68,169	23,098	28,970	17,020	18,570
Mesquite Pool	294,063	220,455	238,210	420,120	234,860
Greenfield Pool	205,083	188,038	206,810	216,560	206,310
Perry Pool	190,109	152,189	190,720	178,900	191,240
Williams Field Pool	178,601	164,297	196,270	182,050	194,770
Total Aquatics	936,025	748,077	860,980	1,014,650	845,750
Recreation Centers:					
Community Center	378,124	346,164	348,940	346,310	353,500
McQueen Activity Center	467,814	459,188	508,400	494,230	556,870
Page Park Center	47,635	45,132	28,570	29,740	28,520
Freestone Recreation Center	1,017,607	1,032,312	975,170	1,029,950	1,025,400
SE Regional Library	1,691,286	1,928,111	2,317,200	2,295,110	2,277,820
Perry Branch Library	968,103	909,142	957,600	958,470	957,600
Total Recreation Centers	4,570,569	4,720,049	5,135,880	5,153,810	5,199,710
Recreation Programs:					
Teen Programs	41,249	2,249	-	-	-
Youth Sports	171,480	90,244	122,100	115,480	115,920
Adult Sports	230,332	223,331	208,740	213,950	229,460
Special Events	314,970	327,392	339,650	324,650	345,550
Special Needs	31,067	33,158	41,350	42,220	42,280
Outdoor Programs	31,740	35,193	36,080	40,760	42,110
Total Recreation Programs	820,838	711,567	747,920	737,060	775,320
Other Events:					
4th of July Activities	-	-	10,000	3,820	7,500
Gilbert Days	-	-	20,050	19,940	19,990
Constitution Week	-	-	1,010	2,600	1,000
Total Other Events	-	-	31,060	26,360	28,490
TOTAL COMMUNITY SERVICES	\$ 11,003,102	\$ 10,356,602	\$ 11,076,330	\$ 11,243,040	\$ 11,122,460
NON-DEPARTMENTAL					
Transportation:					
Transit	1,290,278	804,759	944,400	932,400	844,100
Phoenix Mesa Gateway Airport	350,000	350,000	350,000	350,000	350,000
Total Transportation	1,640,278	1,154,759	1,294,400	1,282,400	1,194,100



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Outside Agencies:					
Youth Special Programs	125,000	125,000	123,690	123,690	123,690
Senior Programs	27,557	33,200	19,510	19,510	19,510
Social Services	295,435	272,692	207,810	202,810	205,420
Museum Support	51,467	51,459	51,490	51,490	51,490
Culture and Arts	16,647	14,000	8,000	8,000	8,000
Total Outside Agencies	516,106	496,351	410,500	405,500	408,110
Contingency	-	-	1,106,000	-	1,927,000
Budget Savings	-	-	(3,143,000)	-	(2,888,000)
Other	-	4,514	(619,710)	1,069,300	2,087,290
Transfers Out:					
Debt Service	3,431,800	5,896,407	5,891,700	5,891,700	5,891,170
Capital Projects	3,800,942	1,026,506	1,100,000	1,014,000	2,212,000
Other	3,207,553	1,334,138	2,608,720	115,890	20,890
Total Transfers	10,440,295	8,257,051	9,600,420	7,021,590	8,124,060
TOTAL NON-DEPARTMENTAL	\$ 12,596,679	\$ 9,912,675	\$ 8,648,610	\$ 9,778,790	\$ 10,852,560
TOTAL GENERAL FUND	\$ 114,042,014	\$ 107,416,117	\$ 103,012,960	\$ 99,964,260	\$ 104,774,470
UTILITY ADMINISTRATION					
Utility Customer Service	-	-	1,676,490	1,739,510	1,860,870
Public Works Administration	-	-	817,390	770,090	701,190
Utility Locates	-	-	477,950	460,150	471,140
TOTAL UTILITY ADMINISTRATION	\$ -	\$ -	\$ 2,971,830	\$ 2,969,750	\$ 3,033,200
ENTERPRISE OPERATIONS					
WATER					
Administration	526,309	560,608	839,570	837,650	749,910
Water Conservation	293,391	270,229	313,200	302,550	311,270
Production:					
North Treatment Plant	9,020,692	6,396,646	4,899,400	4,804,970	5,334,680
Santan Vista Treatment Plant	616,833	2,492,930	4,814,320	4,805,790	5,002,140
Water Well Production	2,279,641	2,215,314	3,260,140	3,232,600	3,526,330
Water Quality Assurance	692,407	521,204	555,540	527,850	539,760
Backflow Prevention	-	-	205,680	201,970	204,750
Total Production	12,609,573	11,626,094	13,735,080	13,573,180	14,607,660
Water Distribution	1,219,554	1,224,890	2,116,460	2,110,730	1,693,430
Water Metering	2,751,620	3,015,331	3,186,830	2,822,730	3,148,740
Non-Departmental:					
Debt Service	3,153,852	3,418,156	3,433,860	3,433,860	3,415,080
Contingency	-	-	1,378,000	-	1,346,000
Budget Savings	-	-	(551,000)	-	(538,000)
Other	11,097	26,694	191,410	197,290	161,390



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Transfers:					
Capital Projects	886,862	1,502,663	2,634,600	1,376,000	4,500,000
Overhead	2,281,390	2,195,541	2,296,650	2,431,650	2,309,430
Equipment Replacement	4,252,796	4,902,440	5,286,920	5,286,920	5,286,920
Miscellaneous	709,700	873,494	1,005,000	870,000	984,920
Total Transfers	8,130,748	9,474,138	11,223,170	9,964,570	13,081,270
Total Non-Departmental	11,295,697	12,918,988	15,675,440	13,595,720	17,465,740
TOTAL WATER FUND	\$ 28,696,144	\$ 29,616,140	\$ 35,866,580	\$ 33,242,560	\$ 37,976,750
WASTEWATER					
Wastewater Administration	163,753	161,892	505,350	501,400	413,210
Wastewater Collection	2,778,097	2,706,770	3,021,630	3,203,180	3,393,820
Wastewater Plant Operations:					
Neely Treatment Facility	4,171,059	4,078,720	4,248,130	3,984,300	4,336,130
Greenfield Treatment Facility	2,582,513	2,741,073	3,114,260	3,092,580	3,209,260
Total Wastewater Plant Operations	6,753,572	6,819,793	7,362,390	7,076,880	7,545,390
Wastewater Reclaimed:					
Effluent Reuse	922,161	863,233	917,020	931,000	979,640
Effluent Recharge	511,477	501,199	537,440	569,130	584,120
Total Wastewater Reclaimed	1,433,638	1,364,432	1,454,460	1,500,130	1,563,760
Wastewater Quality	536,343	512,198	557,920	541,160	561,410
Riparian	-	-	376,750	399,110	375,050
Non-Departmental:					
Debt	659,810	668,272	656,550	656,550	659,760
Contingency	-	-	1,018,000	-	1,036,000
Budget Savings	-	-	(407,000)	-	(393,000)
Other	-	-	54,560	64,320	38,920
Transfers:					
Capital Projects	2,340,000	1,882,897	916,540	461,000	1,012,000
Overhead	1,488,240	1,503,294	1,584,030	1,584,030	1,649,460
Equipment Replacement	5,543,764	5,598,000	5,701,870	5,701,870	5,701,870
Miscellaneous	336,816	369,919	25,000	-	-
Total Transfers	9,708,820	9,354,110	8,227,440	7,746,900	8,363,330
Total Non-Departmental	10,368,630	10,022,382	9,549,550	8,467,770	9,705,010
TOTAL WASTEWATER	\$ 22,034,033	\$ 21,587,467	\$ 22,828,050	\$ 21,689,630	\$ 23,557,650
RESIDENTIAL SOLID WASTE FUND					
Residential Administration	333,309	304,789	336,750	324,550	682,010
Residential Collections	5,509,884	5,439,839	5,829,750	5,530,240	5,708,910
Uncontained Collections	2,283,104	1,864,077	2,212,840	2,107,970	2,151,920
Recycling	1,750,476	1,716,949	1,813,710	1,701,810	2,017,460
Environmental Programs	309,316	323,108	337,900	339,170	352,220



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Non-Departmental:					
Contingency	-	-	645,000	-	659,000
Budget Savings	-	-	(258,000)	-	(264,000)
Other	6,000	-	48,440	66,530	26,230
Transfers:					
Capital Projects	7,794	-	-	-	-
Overhead	1,160,560	1,165,060	1,199,170	1,199,170	1,248,970
Equipment Replacement	1,888,288	1,735,070	1,195,380	1,195,380	1,246,160
Total Transfers	3,056,642	2,900,130	2,394,550	2,394,550	2,495,130
Total Non-Departmental	3,062,642	2,900,130	2,829,990	2,461,080	2,916,360
TOTAL RESIDENTIAL SOLID WASTE	\$ 13,248,731	\$ 12,548,892	\$ 13,360,940	\$ 12,464,820	\$ 13,828,880
COMMERCIAL SOLID WASTE FUND					
Commercial Administration	107,960	25,792	36,250	30,140	36,240
Commercial Collections	1,298,635	1,265,198	1,298,660	1,208,780	1,340,570
Commercial Rolloffs	492,564	466,887	531,870	445,530	513,990
Non-Departmental:					
Contingency	-	-	107,000	-	95,000
Budget Savings	-	-	(43,000)	-	(37,000)
Other	-	-	7,200	9,720	5,220
Transfers:					
Overhead	110,450	110,030	102,710	102,710	103,670
Equipment Replacement	278,580	180,540	142,300	142,300	186,210
Total Transfers	389,030	290,570	245,010	245,010	289,880
Total Non-Departmental	389,030	290,570	316,210	254,730	353,100
TOTAL COMMERCIAL SOLID WASTE	\$ 2,288,189	\$ 2,048,447	\$ 2,182,990	\$ 1,939,180	\$ 2,243,900
IRRIGATION	\$ 157,764	\$ 54,180	\$ 32,230	\$ 9,020	\$ -
TOTAL ENTERPRISE OPERATIONS	\$ 66,424,861	\$ 65,855,126	\$ 74,270,790	\$ 69,345,210	\$ 77,607,180
STREETS					
Administration	164,364	146,595	142,100	133,980	149,750
Streets Maintenance:					
Asphalt Patching	271,670	325,997	375,000	369,070	371,650
Street Cleaning	892,496	942,928	883,600	879,700	877,200
Preventive Maintenance	2,972,468	2,872,281	2,902,100	2,925,390	2,955,380
Crack Sealing	386,629	403,303	394,090	381,300	424,060
Fog Sealing	526,711	587,426	618,100	581,880	626,510
Total Streets Maintenance	5,049,974	5,131,935	5,172,890	5,137,340	5,254,800



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Street Traffic Control:					
Street Marking	966,941	616,517	578,280	578,640	573,510
Street Signs	588,140	498,898	564,460	427,310	492,480
Street Lighting	1,285,255	1,386,075	1,379,280	1,392,130	1,357,700
Traffic Signal Maintenance	1,591,461	1,486,841	1,012,760	1,095,380	1,058,350
Traffic Operations Center	-	-	517,390	494,530	525,930
Total Street Traffic Control	4,431,797	3,988,331	4,052,170	3,987,990	4,007,970
Right of Way Maintenance:					
Landscape Maintenance	1,102,675	973,557	1,234,150	1,122,230	1,069,620
Shoulder Maintenance	257,612	278,259	279,510	282,930	265,810
Concrete Repair	466,086	558,404	680,910	686,570	681,330
Total Right of Way Maintenance	1,826,373	1,810,220	2,194,570	2,091,730	2,016,760
Hazard Response	157,799	156,943	171,070	160,820	157,810
Non-Departmental:					
Contingency	-	-	634,000	-	611,000
Budget Savings	-	-	(254,000)	-	(244,000)
Other	-	-	43,400	90,680	57,380
Transfers:					
Debt	3,301,387	3,323,563	3,316,010	3,316,010	3,326,060
Capital Projects	4,586,694	264,302	231,000	100,000	185,000
Overhead	554,120	591,440	597,490	597,490	572,380
Equipment Replacement	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Total Transfers	8,442,201	4,179,305	4,144,500	4,013,500	4,083,440
Total Non-Departmental	8,442,201	4,179,305	4,567,900	4,104,180	4,507,820
TOTAL STREETS FUND	\$ 20,072,508	\$ 15,413,329	\$ 16,300,700	\$ 15,616,040	\$ 16,094,910
INTERNAL SERVICE					
Fleet Maintenance	6,429,235	6,001,870	6,479,320	6,315,060	7,558,960
Copy Services	299,317	260,110	553,130	480,000	579,130
Health Self Insurance	11,699,054	10,830,070	11,688,120	11,394,470	13,248,920
Dental Self Insurance	-	-	1,127,600	1,004,200	984,800
TOTAL INTERNAL SERVICE	\$ 18,427,606	\$ 17,092,050	\$ 19,848,170	\$ 19,193,730	\$ 22,371,810
REPLACEMENT FUNDS:					
General	1,770,593	895,427	5,337,780	595,000	5,945,180
Water	42,331	-	8,108,000	5,285,000	8,212,000
Wastewater	-	157,845	8,679,000	5,722,790	8,706,000
Residential Solid Waste	194,912	3,133,433	2,896,000	1,934,000	1,571,000
Commercial Solid Waste	220,719	1,130,111	438,000	272,000	160,000
Streets	-	430,590	716,000	-	948,000
Fleet	25,434	-	19,000	-	-
TOTAL REPLACEMENT FUNDS	\$ 2,253,989	\$ 5,747,406	\$ 26,193,780	\$ 13,808,790	\$ 25,542,180



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
SUB-TOTAL OPERATING FUNDS	\$ 221,220,978	\$ 211,524,028	\$ 242,598,230	\$ 220,897,780	\$ 249,423,750
SPECIAL REVENUE FUNDS					
Redevelopment	\$ 79,103	\$ 67,902	\$ -	\$ -	\$ -
CDBG/HOME:					
Administration	157,412	101,794	105,260	74,500	88,580
Projects	372,612	405,184	1,741,870	870,000	1,689,870
Total CDBG/HOME	530,024	506,978	1,847,130	944,500	1,778,450
Development Fees:					
Solid Waste Container	268,233	142,180	60,000	60,000	155,000
Traffic Signal SDF	1,829,588	110,502	820,000	499,000	574,000
Police SDF	2,718,626	2,747,592	2,748,710	2,748,710	2,756,430
Fire SDF	639,318	769,675	1,452,610	1,074,610	1,629,580
General Government SDF	2,565,203	2,372,062	2,363,580	2,363,580	2,377,140
Parks and Recreation SDF	3,841,051	5,632,940	9,866,990	6,564,990	8,676,400
Water SDF	11,743,747	9,452,218	16,355,140	15,133,140	18,419,190
Water Resource Fee	5,114,234	10,520,891	16,449,000	7,853,000	10,702,000
Wastewater SDF	4,937,124	17,284,364	10,472,860	12,028,860	8,427,000
Total Development Fees	33,657,124	49,032,424	60,588,890	48,325,890	53,716,740
Grants	1,586,999	1,674,018	7,697,000	5,000,000	7,697,000
Riparian	371,014	401,046	-	-	-
Police Impound	195,981	298,646	353,320	353,320	343,200
Special Districts:					
Street Light Improvement	1,443,604	1,447,121	1,755,860	1,478,830	1,636,240
Parkway Improvement	1,106,509	1,328,871	1,479,450	1,321,400	1,191,270
Total Special Districts	2,550,113	2,775,992	3,235,310	2,800,230	2,827,510
Other Special Revenue	2,578,892	2,437,763	1,529,930	1,529,930	1,649,580
TOTAL SPECIAL REVENUE FUNDS	\$ 41,549,250	\$ 57,194,769	\$ 75,251,580	\$ 58,953,870	\$ 68,012,480
CAPITAL IMPROVEMENTS					
Capital Projects Administration	-	-	808,800	931,600	869,420
Improvement Districts	1,972,580	-	50,059,590	-	95,745,430
Streets and Transportation	51,686,658	48,046,985	92,244,080	36,967,000	76,950,000
Traffic Control	2,406,487	458,239	1,570,000	623,000	1,207,000
Redevelopment	2,308,685	1,590,493	8,236,000	342,000	7,411,000
Municipal Facilities	3,662,061	219,223	5,312,140	907,000	6,434,000
Water	56,752,968	14,650,184	25,973,000	10,565,000	23,154,000
Wastewater	(1,384,440)	7,799,946	1,242,000	2,083,000	343,000
Storm Water	718	80,277	-	-	-
Parks, Recreation & Open Space	67,628,300	1,779,180	7,016,000	1,328,000	4,934,000
TOTAL CAPITAL IMPROVEMENT	\$ 185,034,017	\$ 74,624,527	\$ 192,461,610	\$ 53,746,600	\$ 217,047,850



Expense Detail

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
DEBT SERVICE					
General Obligation Debt	34,798,440	33,456,952	29,577,380	29,577,380	26,306,860
Improvement Districts	400,281	5,797,036	678,450	678,450	975,410
MPC - Public Facilities	84,983,942	17,116,927	26,374,800	18,067,390	23,785,850
MPC - Water System	40,738,876	11,897,864	18,458,140	16,522,140	19,024,190
MPC - Wastewater System	10,940,800	4,654,673	9,405,860	9,405,860	8,712,690
TOTAL DEBT SERVICE	<u>\$ 171,862,339</u>	<u>\$ 72,923,452</u>	<u>\$ 84,494,630</u>	<u>\$ 74,251,220</u>	<u>\$ 78,805,000</u>
TRUST ACCOUNTS					
Fire Pension	2,500	2,500	2,500	2,500	2,500
TOTAL TRUST ACCOUNTS	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>	<u>\$ 2,500</u>
TOTAL EXPENDITURES	<u>\$ 619,669,084</u>	<u>\$ 416,269,276</u>	<u>\$ 594,808,550</u>	<u>\$ 407,851,970</u>	<u>\$ 613,291,580</u>

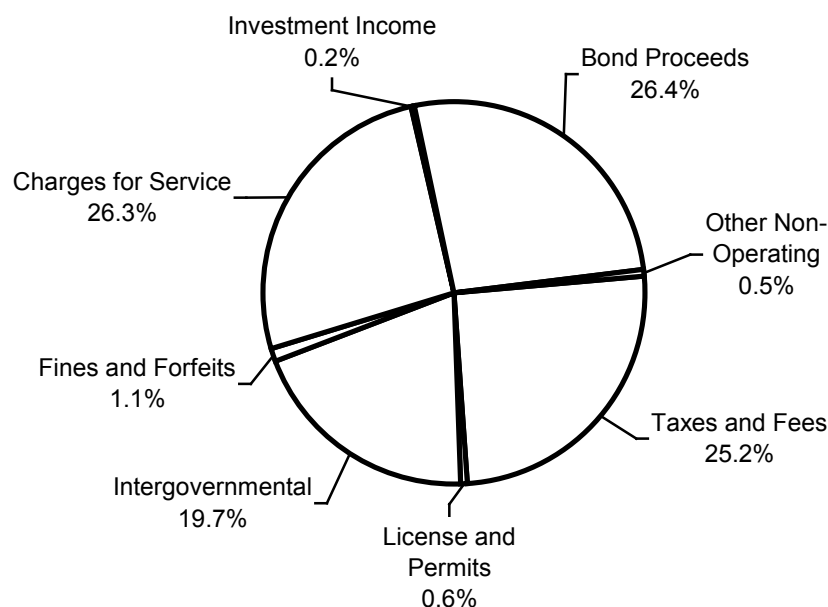
ALL REVENUE SOURCES

This section of the budget document includes detail information regarding revenue types, including historical information, assumptions for the FY 2012 budget, and future projections. Information on bond proceeds, property tax, and special assessments is found in the debt section.

The total new revenue anticipated for FY 2012 is \$502,617,820. Of this amount, \$383,296,780 is anticipated in new revenue collections, and \$119,321,040 in transfers of resources from one fund to another to cover the cost of business expenses. Fund balance is also applied for one-time expenses. While the economy currently plays a significant role, large spikes in revenue in a given year can typically be attributed to the sale of bonds for capital projects. Intergovernmental revenues would have otherwise declined in FY 2012 due to further declines in income tax collections, however the 2010 census adjustment offset this decline for Gilbert. Details on areas of change are found in the sections in this summary area of the budget. The major revenue sources for all funds are shown on the table and graph below:

FY 2012 Revenue Sources All Funds By Type (Excludes Transfers)

	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Taxes and Fees	107,203,732	113,861,155	97,161,380	101,449,550	96,621,100
License and Permits	2,614,840	2,741,731	2,080,410	2,159,000	2,194,530
Intergovernmental	91,505,709	75,279,845	73,520,630	58,199,570	75,619,640
Charges for Service	94,803,425	96,859,523	99,220,340	99,750,690	100,899,370
Fine and Forfeits	4,223,455	4,448,147	4,143,940	4,246,290	4,356,990
Investment Income	3,044,000	1,290,284	423,090	703,190	686,490
Other Non-Operating	2,291,651	2,208,669	412,000	333,830	1,751,000
Bond Proceeds	274,256,089	437,493	50,736,840	29,713,250	101,167,660
Total	\$ 579,942,901	\$ 297,126,847	\$ 327,698,630	\$ 296,555,370	\$ 383,296,780



TAXES AND FEES

Local Sales Tax

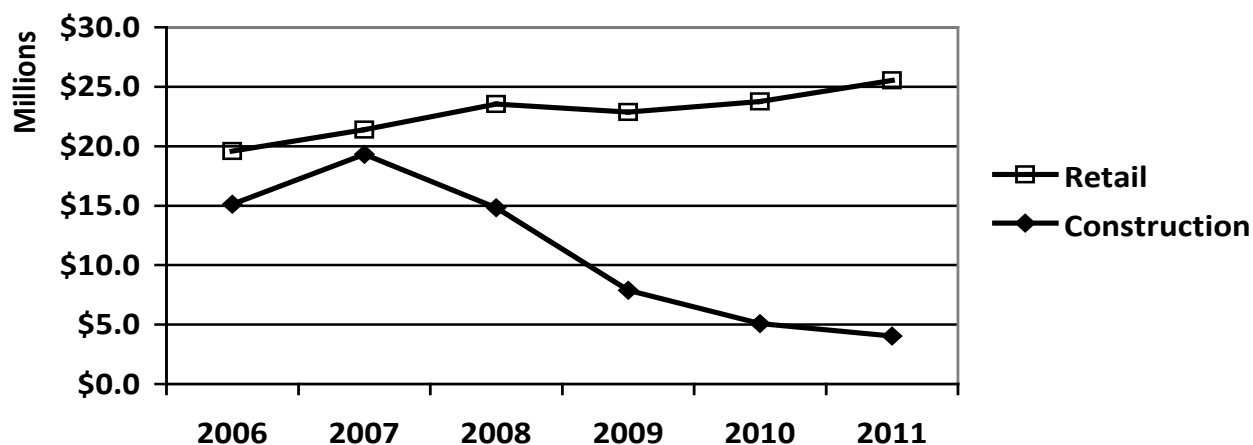
Gilbert levies a one and one-half percent sales tax on sales collected within Gilbert's boundary. Gilbert increased the rate from one percent to one and one-half cent in FY 2001. While cities and towns are permitted to be "self-collecting", many opt in as "program cities", allowing the state to collect sales tax on the Town's behalf. The State collects sales tax revenue and remits the amount collected weekly. Gilbert is the largest program city in the state.

During the recession, Gilbert experienced a decline in sales tax collections similar in nature to reductions seen around the state and nation. During the preparation of the FY 2011 budget, revenues were continuing to drop, however slow increases during FY 2011 have now brought Gilbert's sales tax revenues back to the Town's 2006 levels.

The projections are based on the following assumptions:

- Retail sales tax will remain somewhat stable in Gilbert, and slowly increase over time
- Any future spikes in construction sales tax will be considered one-time, not sustainable
- Permit activity will continue to improve slightly, but sustainable levels are significantly lower than the peak in prior years
- No significant new non-retail sources will develop
- Other sales tax areas will grow at the same pace as retail
- The sales tax rate will not increase

Sales Tax



Property Tax

The Town has only a secondary property tax rate, which can only be used to repay debt issued for voter approved bonds. General Obligation bonds are issued to pay for construction of streets, parks, facilities, and utility infrastructure. The rate is \$1.15 per \$100 in secondary assessed value, which equates to about 10% of the total property tax rate for property in the Gilbert School District. While the Gilbert School District is the largest, there are three school districts that cover Gilbert including Gilbert, Higley, and Chandler.

More information on general obligation debt and the property tax is found in the debt section as well as on the property tax rate page following the revenue source information.

Assessments

Assessment districts are established for street lights, parkway improvements, and capital improvements that benefit specific users. The street light district revenue is based on the cost of electricity for the district area. The amount is revised and levied every year, and each district is calculated separately. Parkway Improvement Districts (PKID) pay for the cost of maintenance and improvements in parkway areas for eleven subdivisions in Gilbert. The amount for each PKID is levied on an equal per lot basis. The levy for these districts is calculated and levied annually based on projected and historical costs. The levy for street lights and parkway maintenance is collected on the property tax bill and is included with taxes and fees.

Capital Improvement Districts repay improvement debt issued for one-time construction of infrastructure. The benefited property in the area is levied an assessment to repay the debt issued. This revenue is included in the other non-operating category. An allowance of \$95,745,430 is included in bond proceeds in the event a project presents itself after the budget is adopted.

System Development Fees

System Development Fees (SDF) are charged to all new development. The fees are collected to pay for infrastructure required due to growth, so that new growth is provided the same level of service as the existing community. Fees are collected for traffic signals, water, wastewater, parks, police, fire, and general government. A water resource fee is charged to pay for the cost of increasing water rights to accommodate new growth and guarantee our 100-year assured water supply.

SDFs are reviewed annually and revised based on changes in the cost of construction and changes in the infrastructure requirements. The Town has budgeted for a full SDF study in FY 2012 to ensure that our fee structure is in line with the current environment, and compliant with recent legislative changes.

LICENSE AND PERMITS

License fees are charged for business registration and alcoholic beverage license. Permits fees are charged for building, fire, engineering, signs, and alarms. The permit fees trend with the construction activity.

INTERGOVERNMENTAL

Funding received from any other government agency is considered intergovernmental. The largest source is state shared revenue for sales tax, income tax, highway user revenue, vehicle license tax and formerly local transportation assistance fund. The state shared revenue is distributed as follows:

Revenue Sources

Sales Tax:	Twenty-five percent of the distribution base of state sales tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state. The distribution base does not include, among other things, the state's temporary one-cent increase.
Income Tax:	Fifteen percent of the state income tax is distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the state. There is a two year time lag in distribution. So the income tax collected in FY 2010 is distributed to the Cities in FY 2012.
Highway User Revenue:	Cities and towns receive 27.5% of the highway user revenue fund. One half of the monies received are distributed based on the relation of Gilbert's population to the total population of all incorporated cities and towns in the State. The remaining one half is distributed based on the basis of the "county of origin" of gasoline sales and the relation of Gilbert's population to the total incorporated population of Maricopa County. These funds must be used solely for street purposes.
Vehicle License:	Twenty-five percent of the net revenues collected for the licensing of motor vehicles by the county are distributed back based on the population of Gilbert in relation to the total incorporated population of Maricopa County.
Local Transportation Assistance Fund:	The State Lottery distributes funds based on population. These distributions were suspended during FY 2010 and have been removed from all forecasts.

CHARGES FOR SERVICE

All charges for service are based on the philosophy that whoever benefits from the service should pay a portion or all of the cost to provide that service. Charges for service include user fees for recreation services, water consumption, wastewater, and solid waste disposal. The goal is for internal services, enterprise operations, and all adult sports to be 100% self-supporting. Overall recreation programs have an approximate cost recovery of 60% planned for in FY 2012.

Water

Water user fees are reviewed annually to ensure that revenue is able to cover 100% of the actual and anticipated cost of providing water to customers. The cost includes pumping water from the ground, treating the surface and ground water, distributing the water to customers, reading the meters, and maintaining the system. There was no rate increase necessary for FY 2012.

Wastewater

Staff reviews wastewater fees annually to ensure revenue covers 100% of the cost of operations. Wastewater operations include collection, treatment, and recovery of wastewater.

Solid Waste

Solid Waste includes collection of residential barrels, uncontained, and recycling. The operation also includes commercial and roll-off customers, and the household hazardous waste facility. Annual rate reviews ensure that revenue covers all the cost of operations. The costs impacting rates the most in these funds are personnel, landfill tipping fees, equipment maintenance, and replacement. The graph below shows the anticipated growth in revenue resulting only from increases in customer base. There are no projected rates increases in the estimates.

FINES AND FORFEITS

Fines are collected by the Court based on citations issued by the Police Department and cases prosecuted by the Prosecutor's office.

INVESTMENT INCOME

In order to maximize the Town's available resources, Gilbert reviews upcoming expenditure needs, and works with a financial advisor to appropriately invest cash. Often this is done with the State of Arizona Local Government Investment Pool (LGIP). The State has recently made available investment pool options with higher interest rates for longer investment terms. Gilbert is utilizing some of those pools in an effort to maximize investment income.

OTHER NON-OPERATING

This revenue category includes property rental, insurance recoveries, donations and contributions, and other one-time revenue not categorized elsewhere. Most of the other non-operating is highly unpredictable and is included in the budget at a minimal amount unless a specific source is known during budget preparation.

BOND PROCEEDS

Gilbert does not anticipate selling any bond issue in FY 2012. There is a reserve for Improvement District Debt in the amount of \$95,745,430 to provide the ability for unforeseen development.

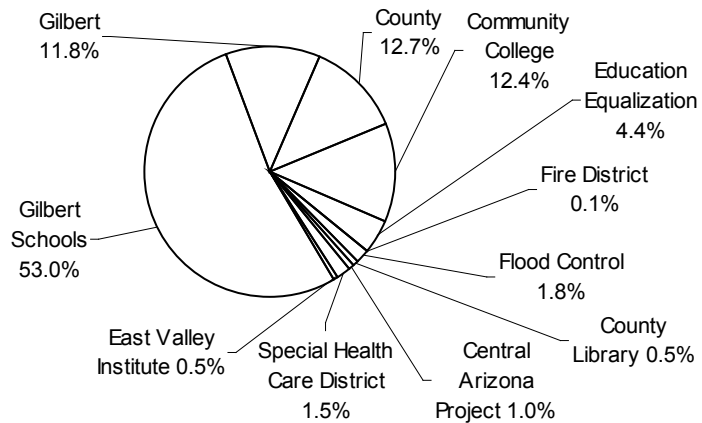
More information on debt and bond proceeds is found in the Debt section.



Property Tax Rates

The property tax rate for Gilbert is \$1.15/\$100 in secondary assessed valuation, there is no primary property tax. Town of Gilbert property tax is collected for debt repayment only, not for operations.

Residents in Gilbert, based on address, are served by one of three local school districts. Each district has a unique primary and secondary tax rate. The distribution of property tax based on 2010/11 information is shown below for each district. The graph to the right shows the percentage allocation for the Gilbert School District.

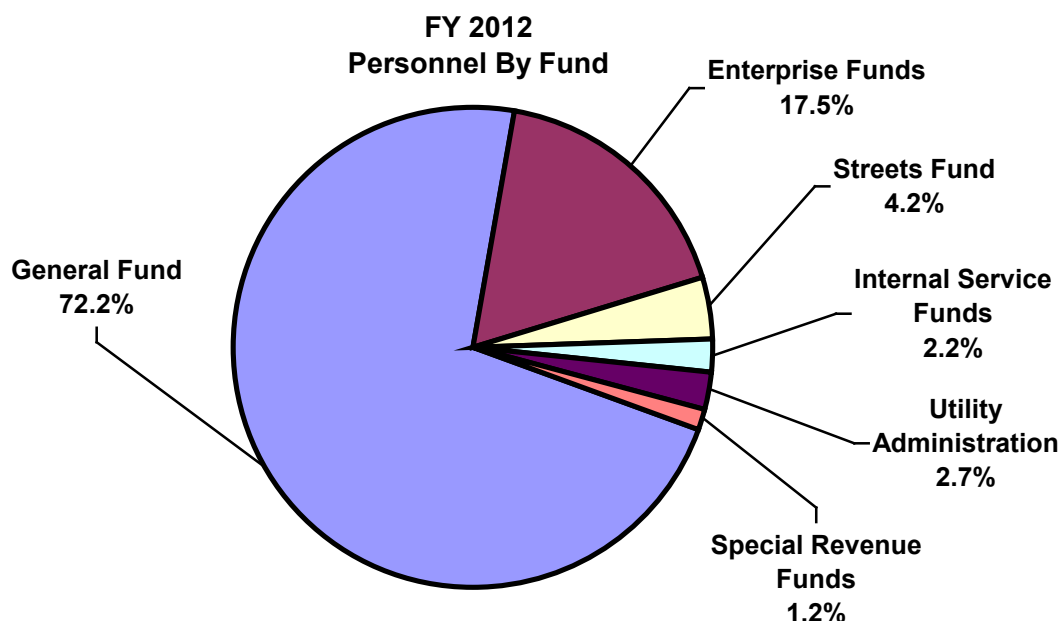


	Gilbert School District	Chandler School District	Higley School District
Primary (Operating)			
State	\$0.00	\$0.00	\$0.00
County	1.24	1.24	1.24
Community College	1.01	1.01	1.01
Education Equalization	0.43	0.43	0.43
Gilbert	0.00	0.00	0.00
East Valley Institute	0.00	0.00	0.00
Local School District	2.44	3.73	4.19
Total Primary	\$5.12	\$6.41	\$6.87
Secondary (Debt)			
County	\$0.00	\$0.00	\$0.00
Community College	0.20	0.20	0.20
Fire District	0.01	0.01	0.01
Flood Control	0.18	0.18	0.18
County Library	0.05	0.05	0.05
Central Arizona Project	0.10	0.10	0.10
Special Health Care District	0.15	0.15	0.15
Gilbert	1.15	1.15	1.15
East Valley Institute	0.05	0.05	0.05
Local School District	2.72	1.98	2.40
Total Secondary	\$4.61	\$3.87	\$4.29
Total			
State	\$0.00	\$0.00	\$0.00
County	1.24	1.24	1.24
Community College	1.21	1.21	1.21
Education Equalization	0.43	0.43	0.43
Fire District	0.01	0.01	0.01
Flood Control	0.18	0.18	0.18
County Library	0.05	0.05	0.05
Central Arizona Project	0.10	0.10	0.10
Special Health Care District	0.15	0.15	0.15
Gilbert	1.15	1.15	1.15
East Valley Institute	0.05	0.05	0.05
Local School District	5.16	5.71	6.59
Total Tax Rate	\$9.73	\$10.28	\$11.16



Personnel Summary

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Projected FY 2011</u>	<u>Budget FY 2012</u>
GENERAL FUND					
Management and Policy	25.16	23.16	21.76	21.16	22.16
Support Services	66.00	63.00	63.00	62.00	62.00
Finance	32.25	31.25	15.75	18.25	19.25
Legal and Court	50.25	50.42	50.42	50.42	49.42
Development Services	69.00	69.00	66.75	66.75	66.75
Police	342.00	342.00	342.00	342.00	342.00
Fire	199.50	197.00	197.00	197.00	197.00
Public Works	17.50	17.50	0.00	0.00	0.00
Community Services	117.01	104.19	99.13	99.13	99.44
TOTAL GENERAL FUND	918.67	897.52	855.81	856.71	858.02
UTILITY ADMINISTRATION FUNDS	0.00	0.00	31.00	30.75	31.75
ENTERPRISE FUNDS					
Water	79.00	83.00	87.25	87.25	88.25
Wastewater	37.00	37.00	40.68	40.68	41.68
Residential Solid Waste	71.94	72.22	72.22	72.22	71.22
Commercial Solid Waste	7.06	6.78	6.78	6.78	7.28
Irrigation	0.70	0.70	0.00	0.00	0.00
ENTERPRISE FUNDS	195.70	199.70	206.93	206.93	208.43
STREETS FUND	55.30	49.30	49.30	49.30	49.30
INTERNAL SERVICE FUNDS	26.00	26.00	26.00	26.00	26.00
SPECIAL REVENUE FUNDS	12.18	14.28	14.50	14.85	14.85
TOTAL TOWN POSITIONS	<u>1,207.85</u>	<u>1,186.80</u>	<u>1,183.54</u>	<u>1,184.54</u>	<u>1,188.35</u>





General Fund

General Fund Summary
Management and Policy
Support Services
Finance
Legal and Court
Development Services
Police Department
Fire Department
Community Services
Non-Departmental

FUND DESCRIPTION

The General Fund is the largest operating fund in the budget and includes the most diverse operations. The General Fund provides accounting for all activities that do not have a specific revenue source. The revenue collected for support of the entire community is deposited in the General Fund to finance Public Safety, Development Services, Community Services, and Internal Support functions. Much of the General Fund is supported by tax revenues, but services that benefit a specific user often recover all or part of the cost of service through a user fee. The following table indicates the subsidy provided for each major area:

Program	FY 2012 Appropriation	FY 2012 Revenue Recovery	FY 2012 Tax Supported	FY 2012 % Subsidized
Management and Policy	\$ 3,523,080	\$ 12,000	\$ 3,511,080	100%
Support Services	9,434,750	216,500	9,218,250	98%
Finance	1,821,060	735,700	1,085,360	60%
Legal and Court	4,275,920	101,600	4,174,320	98%
Development Services	6,508,600	3,039,420	3,469,180	53%
Police	36,344,550	4,168,500	32,176,050	89%
Fire	20,891,490	1,185,000	19,706,490	94%
Community Services	11,122,460	3,284,680	7,837,780	70%
Non-Departmental	10,852,560	8,038,580	2,813,980	26%
Total General Fund	\$ 104,774,470	\$ 20,781,980	\$ 83,992,490	80%

A portion of the recovery consists of specific transfers from other operating funds as a recovery of costs incurred to support the operations of Water, Wastewater, Residential Solid Waste, Commercial Solid Waste, and Streets.

The total General Fund Revenue budget including fees and taxes is \$104,847,720. Fees charged to recover the cost of service total \$20,781,980. The tax supported (non-allocated) revenue of \$84,065,740 is detailed in the summary section of this document.

More detail on revenue and expenditures is included in the summary section and in the individual section for that activity.

FUND NARRATIVE

The single largest revenue source that supports the General Fund is local sales tax collected by current and new businesses locating in the community. After three consecutive years of decline in total revenues, local sales tax collection totals have stabilized and are back to FY2006 levels. The composition of these collections, however, has changed significantly. Construction sales tax had historically been a driving element of local sales tax. As the Town approaches build out, construction revenues will continue to lessen. The housing bubble “burst” and subsequent recession served to hasten this inevitability. Some of this result has been offset by additional retail sales tax opportunities that had come online just prior to the recession. The fund will continue to remain within a delicate balance for the next several years as both the local economy and corresponding development activity return to a state of normalcy. Development of the Five-Year Rolling Balanced Financial Plan must account for not only economic cycles, but the anticipated build-out structure of the Town’s revenues.



General Fund

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Management and Policy	25.16	23.16	21.76	21.16	22.16
Support Services	66.00	63.00	63.00	62.00	62.00
Finance	32.25	31.25	15.75	18.25	19.25
Legal and Court	50.25	50.42	50.42	50.42	49.42
Development Services	69.00	69.00	66.75	66.75	66.75
Police	342.00	342.00	342.00	342.00	342.00
Fire	199.50	197.00	197.00	197.00	197.00
Public Works	17.50	17.50	0.00	0.00	0.00
Community Services	117.01	104.19	99.13	99.13	99.44
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	918.67	897.52	855.81	856.71	858.02

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Management and Policy	5,014,992	4,702,556	3,740,260	3,674,750	3,523,080
Support Services	9,300,540	9,112,861	9,524,540	9,203,340	9,434,750
Finance	3,399,992	3,373,340	1,550,850	1,404,340	1,821,060
Legal and Court	4,442,275	4,450,320	4,476,260	4,269,340	4,275,920
Development Services	10,127,883	8,037,397	6,392,590	6,006,840	6,508,600
Police	36,462,813	36,301,855	36,676,870	34,501,670	36,344,550
Fire	20,521,178	19,988,210	20,926,650	19,882,150	20,891,490
Public Works	1,172,560	1,180,301	-	-	-
Community Services	11,003,102	10,356,602	11,076,330	11,243,040	11,122,460
Non-Departmental	12,596,679	9,912,675	8,648,610	9,778,790	10,852,560
Total Expenses	\$114,042,014	\$107,416,117	\$103,012,960	\$ 99,964,260	\$104,774,470

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	74,916,816	72,500,552	70,080,720	67,914,590	71,420,830
Supplies & Contractual	28,584,114	26,466,539	24,083,820	25,028,080	25,229,580
Capital Outlay	100,789	191,975	-	-	-
Transfers Out	10,440,295	8,257,051	8,848,420	7,021,590	8,124,060
Total Expenses	\$114,042,014	\$107,416,117	\$103,012,960	\$ 99,964,260	\$104,774,470

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	114,363,218	108,531,135	100,449,640	99,020,010	104,847,720
Total Expenses	114,042,014	107,416,117	103,012,960	99,964,260	104,774,470
Net Operating Result	\$ 321,204	\$ 1,115,018	\$ (2,563,320)	\$ (944,250)	\$ 73,250

Management and Policy

Management and Policy Summary
Mayor and Council
Town Manager
Town Clerk
General Counsel

BUSINESS UNIT DESCRIPTION

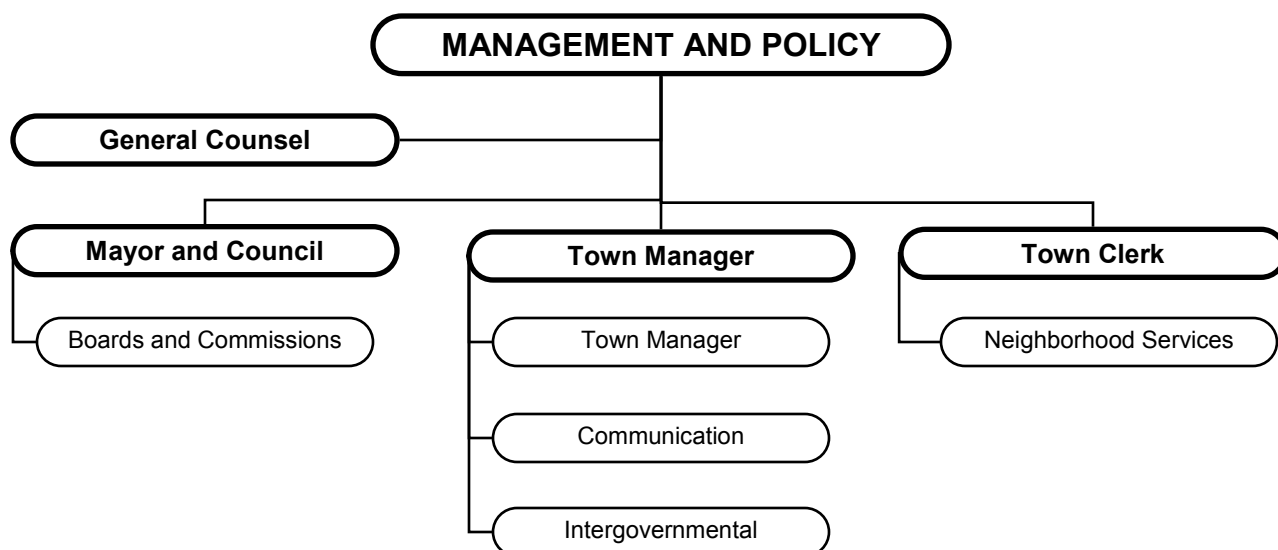
This unit represents the core policy and managerial functions of Gilbert, including Mayor and Council, Town Manager, Town Clerk, and General Counsel. The Mayor and Council represent the legislative side of government and establish policy for Gilbert. The Mayor and Council also approve the budget and capital improvement plans, determine and set the annual tax rates, and appoint the Town Manager, Town Attorney, Town Clerk, Municipal Court Judge, and citizen Boards and Commissions.

The Town Manager, representing the executive side of government, is responsible for the day-to-day oversight and management of all departments and coordination of all municipal programs and services. The Town Clerk's main responsibilities include the coordination of the Town Council agenda process, administration of elections, and administration of the Town's records management program. General Counsel is a contract service that contributes to legal compliance within Gilbert.

GOALS FY 2012

- ◆ Manage the Town's growth in harmony with the community's vision for the future
- ◆ Balance the present and future aspirations within available resources
- ◆ Optimize use of resources through organizational effectiveness
- ◆ Implement Strategic Initiatives

ORGANIZATIONAL CHART





Management and Policy

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Mayor and Council	1.00	1.00	1.00	1.00	1.00
Boards and Commissions	0.00	0.00	0.00	0.00	0.00
Town Manager	12.75	12.75	12.35	12.00	13.00
Town Clerk	11.41	9.41	8.41	8.16	8.16
General Counsel	0.00	0.00	0.00	0.00	0.00
Total Personnel	25.16	23.16	21.76	21.16	22.16

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Mayor and Council	555,658	501,295	625,070	509,260	679,020
Boards and Commissions	26,288	32,222	29,800	20,880	30,800
Town Manager	2,792,177	2,744,700	1,327,400	1,407,890	1,615,070
Town Clerk	1,101,334	851,099	1,242,970	1,176,220	683,170
General Counsel	539,535	573,240	515,020	560,500	515,020
Total Expenses	\$ 5,014,992	\$ 4,702,556	\$ 3,740,260	\$ 3,674,750	\$ 3,523,080

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,329,449	2,418,170	2,117,160	2,133,580	2,370,730
Supplies & Contractual	2,679,893	2,284,386	1,623,100	1,541,170	1,152,350
Capital Outlay	5,650	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 5,014,992	\$ 4,702,556	\$ 3,740,260	\$ 3,674,750	\$ 3,523,080

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	7,821	15,643	2,000	2,620	12,000
Total Expenses	5,014,992	4,702,556	3,740,260	3,674,750	3,523,080
Net Operating Result	\$ (5,007,171)	\$ (4,686,913)	\$ (3,738,260)	\$ (3,672,130)	\$ (3,511,080)



Mayor and Council

PURPOSE STATEMENT

The Mayor and Council provide community leadership, develop policies to guide Gilbert in delivering services and achieving community goals, and advance and promote the physical, social, cultural and economic environment of Gilbert through effective civic leadership and through the active democratic participation of our citizens.

The Town Council is comprised of a Mayor and six Council Members. The Council establishes policy through the enactment of laws (ordinances) and the adoption of resolutions. The Mayor and Council members are elected “at large”; that is, they represent the entire community. Members are elected for four year terms at general municipal elections which are held every two years, resulting in an overlap in the terms of office.

ACCOMPLISHMENTS FY 2011

- ◆ Completed Strategic Plan
- ◆ Implemented Administrative reorganization
- ◆ Successfully updated General Plan
- ◆ New Vice Mayor and four new Council members sworn in
- ◆ Appointed new Town Manager

OBJECTIVES FY 2012

- ◆ Identify new long term service standards and service levels
- ◆ Implement Strategic Initiatives

BUDGET NOTES

There were no personnel salary increases for FY 2012. Increase of approximately \$65,000 due to modifications in benefits selections and additional pay period included in FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of Citizen satisfied or very satisfied with policy decisions	72.7%	71.8%	77.7%	78.0%
% of Citizens who are very satisfied living in Gilbert	70.7%	68.8%	73.1%	74.0%
% of Citizens who believe Gilbert officials encourage citizen participation	52.8%	54.8%	53.2%	54.0%
G.O. Bond Rating – Moody's	Aa2	Aa1	Aa1	Aa1
G.O. Bond Rating – Standard and Poor's	AA	AA	AA	AA



Mayor and Council

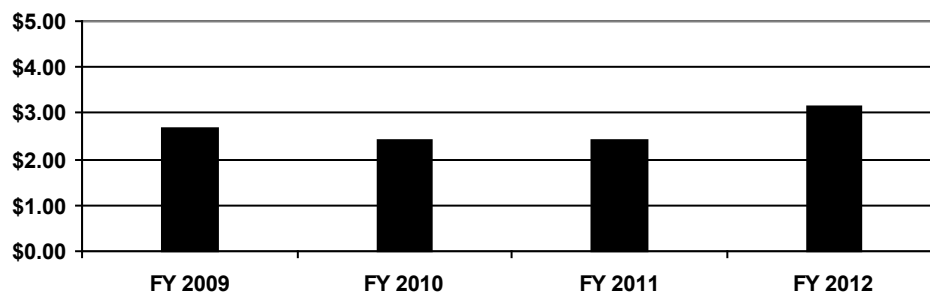
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Mayor and Council	1.00	1.00	1.00	1.00	1.00
Total Personnel	1.00	1.00	1.00	1.00	1.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Mayor and Council	555,658	501,295	625,070	509,260	679,020
Total Expenses	\$ 555,658	\$ 501,295	\$ 625,070	\$ 509,260	\$ 679,020

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	373,827	346,926	313,510	313,810	378,840
Supplies & Contractual	181,831	154,369	311,560	195,450	300,180
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 555,658	\$ 501,295	\$ 625,070	\$ 509,260	\$ 679,020

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	10,951	-	-	10,000
Total Expenses	555,658	501,295	625,070	509,260	679,020
Net Operating Result	\$ (555,658)	\$ (490,344)	\$ (625,070)	\$ (509,260)	\$ (669,020)

ANNUAL COST PER CAPITA



PURPOSE STATEMENT

The Town Manager implements the policy developed by the Town Council by providing leadership to departments while working with outside agencies, and by ensuring responsive, cost effective local government services to Gilbert residents.

The Town Manager's Office directs and coordinates organizational activities; performs community relations; reviews the annual operating and capital budgets; reviews financial forecasts and management analyses; submits recommendations to the Town Council; coordinates special projects; performs budgetary control functions; and supervises and coordinates the daily activities of the Town government.

ACCOMPLISHMENTS FY 2011

- ◆ Received the Distinguished Budget Presentation Award for the 11th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ Promoted community relations through the publication of Your Town on a monthly basis and broadcasted Your Town on channel 11
- ◆ Promoted community relations and public education on various topics and services through the attendance at special events
- ◆ Consistently promoted the national recognition received for the outstanding amenities and characteristics that Gilbert has to offer to citizens, such as:
 - ✓ Secretary of Defense Employer Support Freedom Award
 - ✓ Playful City USA
 - ✓ Bike Friendly City
 - ✓ Tree City USA
 - ✓ Safest community in Arizona
 - ✓ 17th safest community in the nation
 - ✓ 36th Best Place to Live

- ✓ American Crown Community
- ✓ Desert Peaks Award for Regional Partnership

- ◆ Created Strategic Plan
- ◆ Implemented Administrative reorganization

OBJECTIVES FY 2012

- ◆ Garner organizational and public trust through fiscal responsibility
- ◆ Perform community relations activities by producing publications and broadcasts, and participating in special events
- ◆ Foster relationships with the community, businesses, and other agencies, while furthering the goals and objectives of the organization by serving on various governmental and community boards
- ◆ Provide Council and management with recommendations based on qualified and quantified information
- ◆ Coordinate special projects that promote the goals and objectives of the organization as well as present a positive image of Gilbert to the citizens
- ◆ Implementation of the Strategic Plan
- ◆ Establish Communications Plan
- ◆ Develop plan for Department/Employee recognition
- ◆ Foster regional partnerships
- ◆ Create a high level succession plan

BUDGET NOTES

There were no personnel salary increases for FY 2012. Budget changes include Strategic Investment of Communications Manager position and departmental reorganization. Budget increase also includes additional adjustment for increased membership fees to the League of Arizona Cities and Towns and the East Valley Aviation Alliance.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of survey respondents satisfied with treatment when calling Gilbert	89.7%	88.8%	90.0%	90.0%
% of population satisfied with value received from tax dollar	89.3%	85.8%	89.6%	90.0%



Town Manager

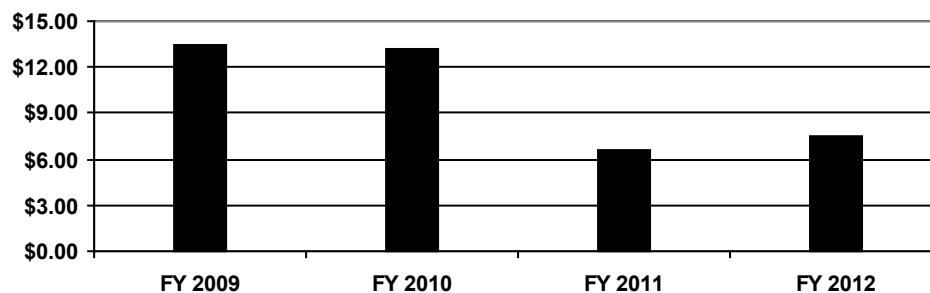
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Manager	4.25	4.25	3.85	5.00	5.00
Capital Project Coordination	0.00	0.00	0.00	0.00	0.00
Communication	5.25	5.25	5.25	5.00	6.00
Intergovernmental	3.25	3.25	3.25	2.00	2.00
Total Personnel	12.75	12.75	12.35	12.00	13.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Manager	662,167	743,074	511,020	767,530	846,860
Capital Project Coordination	1,161,638	1,012,220	-	-	-
Communication	634,969	641,105	457,140	387,900	537,070
Intergovernmental	333,403	348,301	359,240	252,460	231,140
Total Expenses	\$ 2,792,177	\$ 2,744,700	\$ 1,327,400	\$ 1,407,890	\$ 1,615,070

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,275,433	1,406,197	1,150,870	1,231,520	1,385,540
Supplies & Contractual	1,516,744	1,338,503	176,530	176,370	229,530
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,792,177	\$ 2,744,700	\$ 1,327,400	\$ 1,407,890	\$ 1,615,070

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	2,792,177	2,744,700	1,327,400	1,407,890	1,615,070
Net Operating Result	\$ (2,792,177)	\$ (2,744,700)	\$ (1,327,400)	\$ (1,407,890)	\$ (1,615,070)

ANNUAL COST PER CAPITA



PURPOSE STATEMENT

The Town Clerk serves citizens in a courteous, impartial manner that promotes confidence and trust, provides all customers with quality service in an efficient and timely manner, and works in harmony with Elected Officials. The Clerk's office prepares Council agendas and related documents; records legislative actions; attests official actions of the Council; and maintains, protects, preserves official records of the Town; and conducts fair and impartial Town elections in accordance with federal, state, and local laws.

ACCOMPLISHMENTS FY 2011

- ◆ Planned and administered 2011 Primary and General Election, including production and distribution of a Publicity Pamphlet for the General Election
- ◆ Responded to approximately 400 public records requests with 75% of responses in less than 24 hours
- ◆ Continued to work in partnership with Technology Services and OnBase Administrator on continued implementation of electronic document management
- ◆ Implemented hands-on user training for OnBase search and retrieval
- ◆ Coordinated Congress of Neighborhoods event and New Resident Socials
- ◆ Provided support to Gilbert's 90th Birthday celebration and State of the Town address

OBJECTIVES FY 2012

- ◆ Respond to 100% of all subpoenas within timeframe established by law

- ◆ Respond to 75% of all public records requests within 24 hours of receipt, excluding Fridays, Saturdays, Sundays, and holidays
- ◆ Post agendas and public notices at four official posting locations at least 24 hours prior to meeting or event
- ◆ Post agendas and meeting notices to the website at least 24 hours prior to a meeting
- ◆ Post draft minutes containing legal actions taken by the Council and Boards and Commissions to the Gilbert website within three (3) working days of a meeting
- ◆ Post approved minutes of Council and Boards and Commissions to the website within two (2) working days of approval
- ◆ Monitor departments that serve as Liaisons to Boards and Commissions to assure compliance with posting requirements
- ◆ Plan and administer regular and special local elections in compliance with Federal, State, and Local laws
- ◆ Continue focus on Records Management activities and programs in the organization

BUDGET NOTES

No election is scheduled resulting in a decrease in the contractual budget for FY 2012. Due to budget constraints, additional positions were not allocated and no personnel salary increases were given. Decrease in personnel costs are a result of .25 FTE being moved to the Town Manager budget due to the administrative reorganization that was implemented in FY 2011.

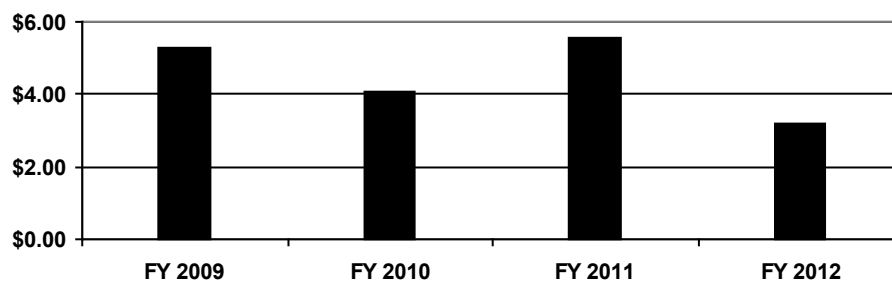
PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of records requests responded to within 24 hours	68%	69%	77%	75%
% of subpoena records responded to within timeframe established by law	100%	100%	100%	100%
% of agendas and public notices posted at 24 hour minimum prior to meeting in conformance with Open Meeting law	100%	100%	100%	100%
% of draft minutes posted to the website within established timeframes	100%	100%	100%	100%
% of Boards and Commissions that comply with posting requirements to the website	100%	100%	100%	100%
% of Elections held that comply with Federal, State, and Local laws	100%	100%	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Clerk	8.16	7.16	7.16	7.16	7.16
Neighborhood Services	3.25	2.25	1.25	1.00	1.00
Total Personnel	11.41	9.41	8.41	8.16	8.16

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Clerk	876,336	667,117	1,059,340	1,072,560	574,620
Neighborhood Services	224,998	183,982	183,630	103,660	108,550
Total Expenses	\$ 1,101,334	\$ 851,099	\$ 1,242,970	\$ 1,176,220	\$ 683,170

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	680,189	664,480	652,780	588,250	606,350
Supplies & Contractual	415,495	186,619	590,190	587,970	76,820
Capital Outlay	5,650	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,101,334	\$ 851,099	\$ 1,242,970	\$ 1,176,220	\$ 683,170

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	7,821	4,692	2,000	2,620	2,000
Total Expenses	1,101,334	851,099	1,242,970	1,176,220	683,170
Net Operating Result	\$ (1,093,513)	\$ (846,407)	\$ (1,240,970)	\$ (1,173,600)	\$ (681,170)

ANNUAL COST PER CAPITA

PURPOSE STATEMENT

The mission of General Counsel is to provide the highest quality legal services to elected and appointed officials and to staff in conducting Town business. Support is provided through the rendering of legal advice and opinions; preparation and review of contracts, ordinances, resolutions and other documents; preparation of standard procedures for staff; and attending regular meetings with Town staff.

ACCOMPLISHMENTS FY 2011

- ◆ Assisted with several complex water matters to increase Town water supply
- ◆ Assisted staff in the analysis and preparation of solar energy contracts
- ◆ Settled several litigation matters on terms beneficial to Town
- ◆ Worked with staff to collect delinquent assessments on Improvement District Number 11
- ◆ Pursued collection of unpaid sales tax assessments and worked with staff to create standard procedures
- ◆ Negotiated several wireless telecommunications site leases for Town property and prepared model site lease form
- ◆ Prepared and/or worked with staff to prepare numerous code amendments, rezoning ordinances, and the General Plan
- ◆ Assisted CIP staff with resolving project problems, processed rights-of-way and well-site acquisitions, and organized scalloped street assessments
- ◆ Worked with staff to efficiently address personnel issues as needed and administered Public Defender procurement for Court
- ◆ Prepared numerous legal opinions for Council and staff
- ◆ Conducted open meeting law and conflict of interest training for boards and commissions

OBJECTIVES FY 2012

- ◆ Complete implementation of unified permitting process
- ◆ Work with staff to identify economic development incentives
- ◆ Assist staff with the implementation of the limited English Proficiency plan
- ◆ Assist staff with establishing standards for review and solicitation of alternative energy proposals for projects on Town property
- ◆ Assist Town to identify and implement cost saving measures
- ◆ Work with sales tax auditor and staff to increase sales tax collections
- ◆ Work with staff on addressing personnel issues and necessary amendments to the Personnel Rules and Personnel Procedures
- ◆ Continue public defender contract management for Court
- ◆ Continue to provide litigation status reports to the Council
- ◆ Continue to assist Town to comply with developments in the laws that affect Gilbert

BUDGET NOTES

General Counsel services are provided through a contract with Curtis, Goodwin, Sullivan, Udall & Schwab, P.L.C. The current contract is a one year contract commencing July 1, 2011 and ending on June 30, 2012. There is an option for a 1-year extension and termination with 180 days written notice. Council has expressed a desire to discuss a competitive process for the selection of a legal services provider or the potential of in-house counsel. Curtis, Goodwin, Sullivan, Udall & Schwab, P.L.C. have not increased their hourly rates for the past three years. Funds for the General Counsel can also be found in the Departmental line item budgets.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
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No Performance Measures



General Counsel

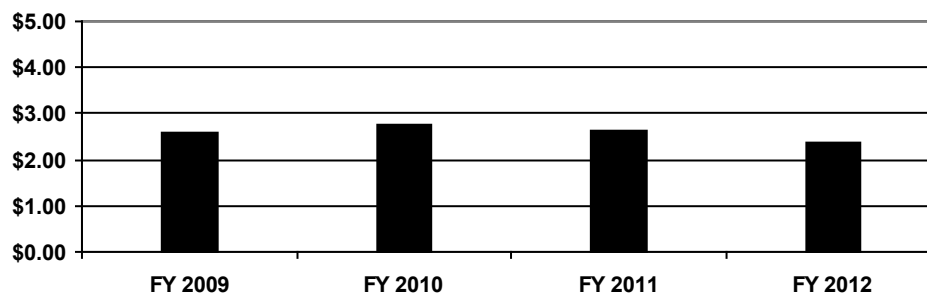
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Counsel	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Counsel	539,535	573,240	515,020	560,500	515,020
Total Expenses	\$ 539,535	\$ 573,240	\$ 515,020	\$ 560,500	\$ 515,020

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	539,535	573,240	515,020	560,500	515,020
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 539,535	\$ 573,240	\$ 515,020	\$ 560,500	\$ 515,020

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	539,535	573,240	515,020	560,500	515,020
Net Operating Result	\$ (539,535)	\$ (573,240)	\$ (515,020)	\$ (560,500)	\$ (515,020)

ANNUAL COST PER CAPITA



Support Services

Support Services Summary
Facilities Maintenance
Technology Services
Human Resources

BUSINESS UNIT DESCRIPTION

Support Services Department represents the internal support functions of the Town, including: Facility Maintenance, Fleet Maintenance, Technology Services, and Human Resources.

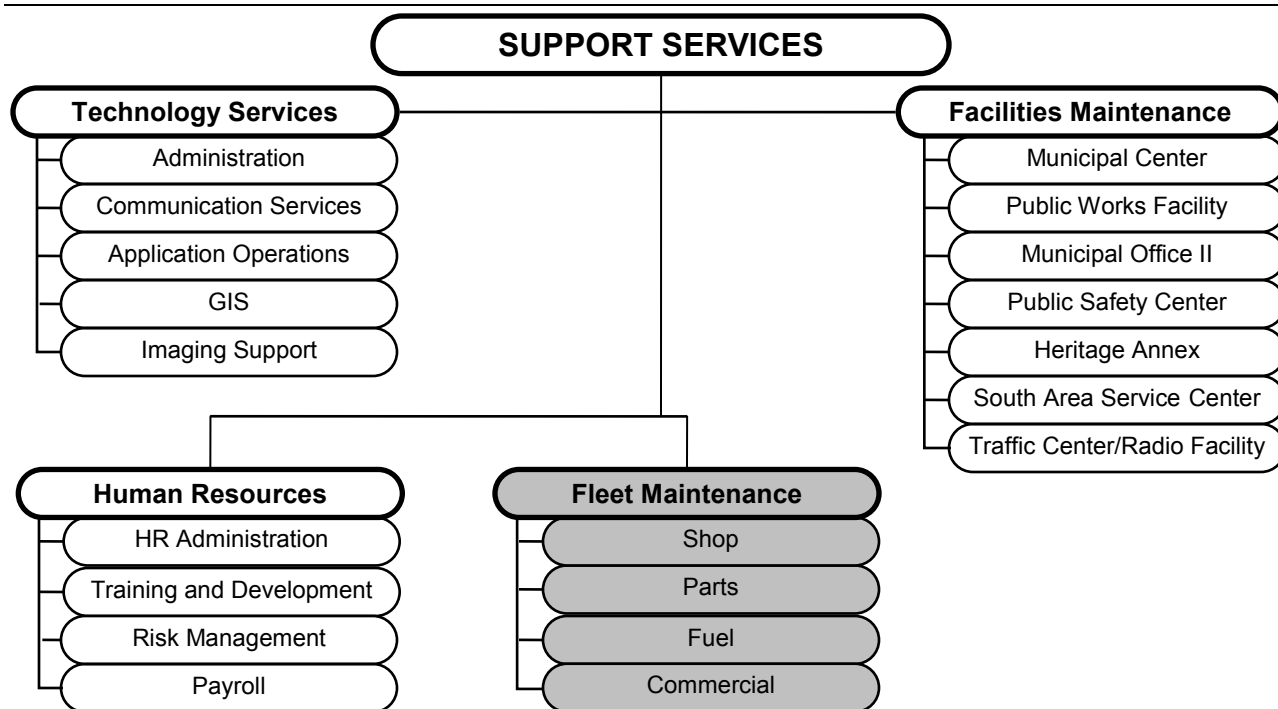
Facility Maintenance ensures staff and visitors have clean and safe buildings that are maintained according to specific standards. Technology Services supports and maintains all of the information systems. Human Resources provides support for the Town's recruitment and selection, training, health insurance administration, and risk management needs.

Detail regarding Fleet Maintenance is found under the Internal Service Fund tab.

GOALS FY 2012

- ◆ Provide internal customers an acceptable level of service at the least cost
- ◆ Implement proven new technology with the end user at the forefront, and enable maximum utilization of our technology investments for internal and external customers
- ◆ Reduce the cost of accidents, including insurance premiums, through effective safety programs and practices
- ◆ Enable departments to fill positions in the most economic and expeditious manner
- ◆ Provide an up-to-date training program that meets the ever-changing needs of Gilbert employees
- ◆ Classify positions systematically based upon objective criteria and adequate job evaluation
- ◆ Maintain all Gilbert facilities at an average facility condition index of 5%

ORGANIZATIONAL CHART





Support Services

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Support Services Admin	1.00	1.00	1.00	1.00	1.00
Facilities Maintenance	11.00	11.00	11.00	11.00	11.00
Technology Services	37.00	34.00	34.00	33.00	33.00
Human Resources	17.00	17.00	17.00	17.00	17.00
Total Personnel	66.00	63.00	63.00	62.00	62.00

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Support Services Admin	159,028	158,093	152,210	205,200	152,380
Facilities Maintenance	2,617,416	2,496,689	2,607,610	2,526,590	2,600,870
Technology Services	4,834,402	4,793,649	5,115,870	4,882,600	5,074,670
Human Resources	1,689,694	1,664,430	1,648,850	1,588,950	1,606,830
Total Expenses	\$ 9,300,540	\$ 9,112,861	\$ 9,524,540	\$ 9,203,340	\$ 9,434,750

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	5,357,996	5,243,448	5,319,660	5,047,210	5,306,370
Supplies & Contractual	3,927,034	3,869,413	4,204,880	4,156,130	4,128,380
Capital Outlay	15,510	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 9,300,540	\$ 9,112,861	\$ 9,524,540	\$ 9,203,340	\$ 9,434,750

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	150,213	243,325	216,500	216,500	216,500
Total Expenses	9,300,540	9,112,861	9,524,540	9,203,340	9,434,750
Net Operating Result	\$ (9,150,327)	\$ (8,869,536)	\$ (9,308,040)	\$ (8,986,840)	\$ (9,218,250)



Facilities Maintenance

PURPOSE STATEMENT

To maintain and repair assigned facilities and associated systems and equipment in proper working order for the safe and effective use of facilities and to respond to facility maintenance and repair needs of customers.

ACCOMPLISHMENTS FY 2011

- ◆ Coordinated with the Fire Department and Parks and Recreation Department on their facilities, and installed systems and equipment
- ◆ Completed Municipal Center improvements: replaced carpet, installed lobby security walls, painted offices, and setup all modular furniture
- ◆ Upgraded the chillers at Public Safety and installed two new chillers at the Municipal Center

OBJECTIVES FY 2012

- ◆ Hire the most cost effective sub contractor for the work we are unable to perform due to manpower or expertise by obtaining three quotes or hiring lowest qualifying bidder
- ◆ Ensure appropriate and sufficient types and amounts of equipment, furnishings, and supplies are available to support the Facilities Maintenance section so we can cost effectively support our customers without costly or timely delays
- ◆ Replace the windows on the north side of Municipal Center

BUDGET NOTES

There were no personnel salary increases for FY 2012. Contractual line item budgets were reallocated among various cost centers depending on the need for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of emergency call outs	117	80	67	88
Average time spent per emergency	1.55 hours	1.80 hours	2.15 hours	2.15 hours
Cost per square foot – Municipal Center (51,050 square feet)	\$7.59	\$7.08	\$6.92	\$7.18
Cost per square foot – Public Works (33,000 square feet)	\$5.24	\$4.74	\$4.72	\$4.64
Cost per square foot – Municipal Center II (51,500 square feet)	\$3.09	\$3.04	\$3.08	\$3.07
Cost per square foot – Public Safety Center (178,000 square feet)	\$5.03	\$4.71	\$4.82	\$4.88
Cost per square foot – South Area Service Center (86,000 square feet)	\$2.05	\$2.14	\$2.29	\$2.32
Cost per square foot – Radio Maintenance Facility (7,580 square feet)	\$3.46	\$2.83	\$5.62	\$4.43



Facilities Maintenance

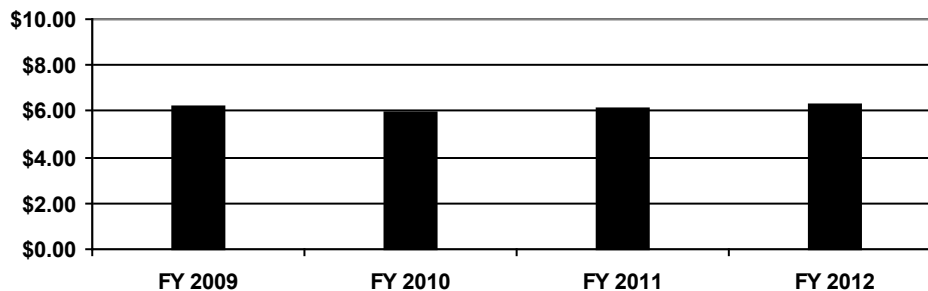
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Facilities Maintenance	11.00	11.00	11.00	11.00	11.00
Municipal Center	0.00	0.00	0.00	0.00	0.00
Public Works Facility	0.00	0.00	0.00	0.00	0.00
Municipal Office II	0.00	0.00	0.00	0.00	0.00
Public Safety Center	0.00	0.00	0.00	0.00	0.00
South Area Service Center	0.00	0.00	0.00	0.00	0.00
Heritage Annex	0.00	0.00	0.00	0.00	0.00
Radio Maintenance Facility	0.00	0.00	0.00	0.00	0.00
Total Personnel	11.00	11.00	11.00	11.00	11.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Facilities Maintenance	776,253	744,560	802,160	724,710	782,520
Municipal Center	387,574	361,480	340,510	353,520	366,360
Public Works Facility	172,929	156,547	156,970	155,750	152,970
Municipal Office II	159,230	156,666	169,240	158,640	158,080
Public Safety Center	894,594	838,792	852,550	858,260	869,260
South Area Service Center	176,344	184,153	203,570	197,070	199,470
Heritage Annex	24,232	33,010	39,010	36,040	38,610
Radio Maintenance Facility	26,260	21,481	43,600	42,600	33,600
Total Expenses	\$ 2,617,416	\$ 2,496,689	\$ 2,607,610	\$ 2,526,590	\$ 2,600,870

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	725,530	695,059	749,660	683,350	738,920
Supplies & Contractual	1,876,376	1,801,630	1,857,950	1,843,240	1,861,950
Capital Outlay	15,510	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,617,416	\$ 2,496,689	\$ 2,607,610	\$ 2,526,590	\$ 2,600,870

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	148,510	223,632	216,300	216,300	216,300
Total Expenses	2,617,416	2,496,689	2,607,610	2,526,590	2,600,870
Net Operating Result	\$ (2,468,906)	\$ (2,273,057)	\$ (2,391,310)	\$ (2,310,290)	\$ (2,384,570)

COST PER SQUARE FOOT OF FACILITIES





Technology Services

PURPOSE STATEMENT

To provide technical, operational, and educational support to our internal and external customers in a timely manner. To continuously assess our system environments and work processes in order to achieve superior results in our performance as a work team and as an essential part of our organization. To assist internal and external customers in the best use of technology resources provided.

ACCOMPLISHMENTS FY 2011

- ◆ Eliminated duplication of Geographic Information System (GIS) addresses in annexed areas
- ◆ Implemented central storage solution for the Police Department
- ◆ Installed and implemented an OnBase Webserver in the Police Department
- ◆ Automated PD/Courts citation data entry and exchange
- ◆ Implemented the Full Court Enterprise software for courts
- ◆ Implemented case management system for Prosecutors
- ◆ Achieved Payment Card Industry (PCI) compliance and met the Protection of Personal Information (PPI) requirements
- ◆ Implemented Onbase for Accounts Payable
- ◆ Completed Active Directory (AD) assessment and implemented best practices
- ◆ Evaluated online payment of business registrations and licenses

OBJECTIVES FY 2012

- ◆ Implement Phase 1 of the Disaster Recovery/Continuity of Operations at the South Area Service Center
- ◆ Inter-agency collaboration for PD 9-1-1 dispatch failover to Mesa PD
- ◆ Consolidation and reduction of copier, printer, and multifunction devices
- ◆ Implementation of Remote Desktop Services in the Fire Stations
- ◆ Implementation of standardized model of Mobile Data Computers in police patrol cars
- ◆ Consolidation of physical servers in the data center to virtual hosts
- ◆ Enhancement to Eden to allow for electronic distribution of certificates and permits
- ◆ Assessment of storage strategy
- ◆ Deploy public facing GIS Internet Mapping Service
- ◆ Enhance GIS mapping interface to business systems

BUDGET NOTES

There were no personnel salary increases for FY 2012. A one-time expenditure \$20,000 for web creation in FY 2011 is not included in the FY 2012 Contractual budget. Personnel was reduced by 1 FTE in September 2010 when Council authorized the elimination of a vacant Help Desk Technician position.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of problems resolved by Technology Services within 24 hours	71%	88%	90%	90%
% of work-orders completed in a timely manner – Critical Priority only	69%	78%	80%	80%
Unplanned down time for phone system	0.25%	0.10%	0.10%	0.10%
Unplanned down time for web systems	1%	1%	2%	2%
Unplanned down time for network systems	0.50%	0.11%	0.25%	0.25%



Technology Services

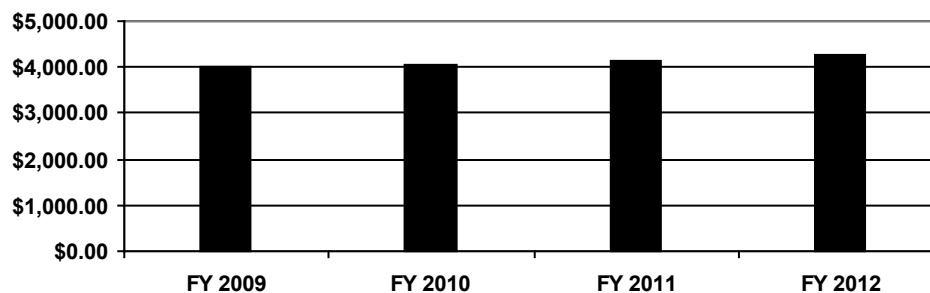
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Technology Services Admin	3.00	3.00	3.00	3.00	3.00
Communication Services	8.00	7.00	7.00	7.00	7.00
Application Operations	18.00	16.00	16.00	15.00	15.00
GIS Application and Support	8.00	7.00	7.00	7.00	7.00
Imaging Support	0.00	1.00	1.00	1.00	1.00
Total Personnel	37.00	34.00	34.00	33.00	33.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Technology Services Admin	314,562	304,715	294,050	284,130	294,440
Communication Services	1,519,963	1,393,800	1,671,040	1,385,010	1,563,800
Application Operations	2,303,843	2,291,537	2,324,910	2,302,730	2,382,500
GIS Application and Support	696,034	655,100	664,260	645,810	662,200
Imaging Support	-	148,497	161,610	264,920	171,730
Total Expenses	\$ 4,834,402	\$ 4,793,649	\$ 5,115,870	\$ 4,882,600	\$ 5,074,670

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	3,023,291	2,935,678	3,024,590	2,791,980	3,003,390
Supplies & Contractual	1,811,111	1,857,971	2,091,280	2,090,620	2,071,280
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 4,834,402	\$ 4,793,649	\$ 5,115,870	\$ 4,882,600	\$ 5,074,670

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,503	18,677	-	-	-
Total Expenses	4,834,402	4,793,649	5,115,870	4,882,600	5,074,670
Net Operating Result	\$ (4,832,899)	\$ (4,774,972)	\$ (5,115,870)	\$ (4,882,600)	\$ (5,074,670)

COST PER FTE



PURPOSE STATEMENT

To partner with stakeholders in providing the programs, services, and professional assistance necessary to: attract, retain, and develop high quality employees, supervisors, and managers that reflect the increasing diversity of the community; maintain competitive compensation and benefits; promote compliance with employment and environmental laws, rules, and policies; promote an organizational culture of respect, communication, alignment, accountability, and continuous improvement; promote employee safety, organizational loss control, and the effective management of risk; process and maintain employee personnel records.

ACCOMPLISHMENTS FY 2011

- ◆ Submitted award-winning application for Department of Defense Employer Support Freedom Award
- ◆ Conducted thorough I-9 Audit
- ◆ Developed Workers' Compensation post injury management program
- ◆ Implemented On-Boarding program for new employees
- ◆ Provided staff support for development of the Strategic Plan and Think Tank for the Future community meetings
- ◆ Facilitated development of Environmental Task Force vision and mission
- ◆ Facilitated Gilbert Redevelopment Commission annual plan development
- ◆ Conducted new training for employees on "Skills for Effective Presentations to Council"
- ◆ Coordinated implementation of the Kaizen Lean Sigma event in Development Services
- ◆ Implemented CQI survey

- ◆ Developed CQI video for residents and new employees
- ◆ Conducted Town-wide comprehensive noise monitoring analysis
- ◆ Developed safety procedures for Hearing Conservation, Bloodborne Pathogens, Powered Industrial Trucks, Machine Guarding, Power Tools, Fall Protection and Cranes/Hoists/Slings
- ◆ Investigated 255 property casualty claims
- ◆ Coordinated litigation for 25 lawsuits

OBJECTIVES FY 2012

- ◆ Develop and implement technology solutions that provide for more efficient workflow processes for Human Resources
- ◆ Create a plan to optimize current technology and use cutting-edge technology to keep employees and supervisors informed
- ◆ Ensure all environmental permits are current and meet regulatory compliance standards
- ◆ Research and develop talent management strategies to strengthen quality employees
- ◆ Research and develop strategies for easy online access to virtual learning opportunities and training records

BUDGET NOTES

There were no personnel salary increases for FY 2012. Staffing levels have not changed since FY 2009. In FY 2011, the Contractual budget included a one-time appropriation of \$27,500 for a Strategic Plan update. The Human Resource Contractual budget was additionally reduced by \$32,000 for behavior health counseling services. This component of the employee benefit package was included in the Health Self Insurance fund for FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Turnover rate for regular employees	8.11%	4.99%	6.60%	10.00%
Percentage of successful placements	*	86%	84%	85%
Direct Learning Expenditure per Employee	*	\$202	\$205	\$185
Benefits as a % of Total Compensation (including salary, benefits, and overtime)	*	36%	34%	34%
Experience Modification Rate	*	0.95	0.87	0.95
Workers' Compensation Premium Cost per Employee	*	\$1,334	\$918	\$898
Average Value of Public Entity Insurance Claims	\$2,240	\$2,096	\$2,350	\$2,350
Human Resources Staff to Employee Ratio	1:71.06	1:69.83	1:69.69	1:69.92
<i>*New measure; data not available</i>				



Human Resources

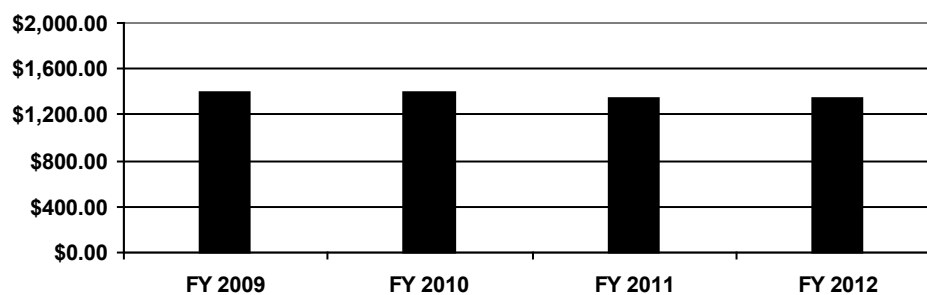
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
HR Administration	10.00	10.00	9.75	9.00	9.00
Training and Development	2.00	2.00	2.00	2.00	2.00
Risk Management	3.00	3.00	3.00	3.00	3.00
Payroll	2.00	2.00	2.25	3.00	3.00
Total Personnel	17.00	17.00	17.00	17.00	17.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
HR Administration	941,167	946,524	916,690	811,080	833,730
Training and Development	240,104	214,422	246,200	241,560	219,190
Risk Management	289,325	277,076	295,740	295,090	298,020
Payroll	219,098	226,408	190,220	241,220	255,890
Total Expenses	\$ 1,689,694	\$ 1,664,430	\$ 1,648,850	\$ 1,588,950	\$ 1,606,830

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,453,887	1,457,706	1,395,290	1,368,730	1,413,770
Supplies & Contractual	235,807	206,724	253,560	220,220	193,060
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,689,694	\$ 1,664,430	\$ 1,648,850	\$ 1,588,950	\$ 1,606,830

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	200	1,016	200	200	200
Total Expenses	1,689,694	1,664,430	1,648,850	1,588,950	1,606,830
Net Operating Result	\$ (1,689,494)	\$ (1,663,414)	\$ (1,648,650)	\$ (1,588,750)	\$ (1,606,630)

COST PER FTE



Finance

Finance Summary
Accounting Services
Purchasing
Tax Compliance
Budget

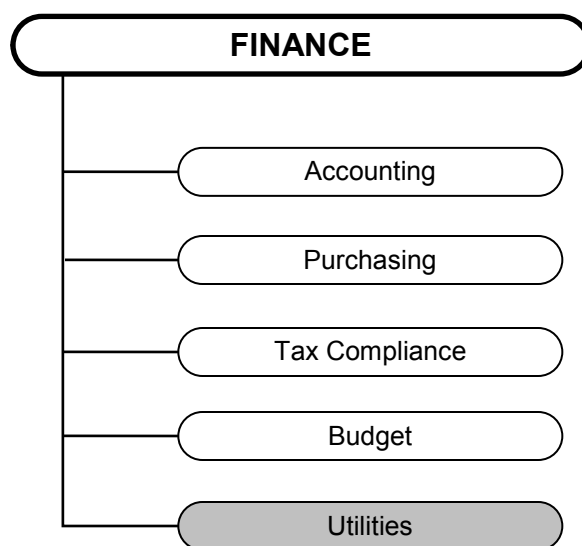
BUSINESS UNIT DESCRIPTION

This unit represents the financial functions of the Town, including: Accounting, Budget, Purchasing, Tax Compliance, and Utilities. Finance operations include the maintenance of accurate and complete financial records; payment of all vendors; management of Town-wide purchasing; planning, monitoring, and implementation of budget functions; responsibility for local tax compliance; management of billing and customer service operations for utilities; and the provision of meaningful and timely financial reports and information.

GOALS FY 2012

- ◆ Provide oversight of financial procedures
- ◆ Preserve financial integrity
- ◆ Present accurate financial reports
- ◆ Address Council strategic initiative of Rolling Five-Year Balanced Financial Plan
- ◆ Continue to develop in-house tax compliance program

ORGANIZATIONAL CHART



PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	0.00	0.00	0.00	1.00	1.00
Accounting	10.00	10.00	9.75	9.00	9.00
Purchasing	1.00	1.00	1.00	1.00	2.00
Tax Compliance	1.00	1.00	3.00	3.00	3.00
Budget	7.00	6.00	2.00	4.25	4.25
Utilities	13.25	13.25	0.00	0.00	0.00
Total Personnel	32.25	31.25	15.75	18.25	19.25

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	-	-	-	98,420	146,340
Accounting	775,542	779,722	727,750	585,500	730,010
Purchasing	324,712	304,236	251,070	194,350	238,380
Tax Compliance	-	-	300,820	221,670	321,710
Budget	639,767	655,880	271,210	304,400	384,620
Utilities	1,659,971	1,633,502	-	-	-
Total Expenses	\$ 3,399,992	\$ 3,373,340	\$ 1,550,850	\$ 1,404,340	\$ 1,821,060

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,167,415	2,152,434	1,313,210	1,174,000	1,554,560
Supplies & Contractual	1,232,577	1,220,906	237,640	230,340	266,500
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 3,399,992	\$ 3,373,340	\$ 1,550,850	\$ 1,404,340	\$ 1,821,060

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	104,665	127,328	305,830	658,000	735,700
Total Expenses	3,399,992	3,373,340	1,550,850	1,404,340	1,821,060
Net Operating Result	\$ (3,295,327)	\$ (3,246,012)	\$ (1,245,020)	\$ (746,340)	\$ (1,085,360)

PURPOSE STATEMENT

The Accounting Division ensures accurate financial reporting on the results of operations, and processes financial transactions in a timely manner. The Accounting Division responsibilities include the general ledger, accounts payable, accounts receivable, special assessments, fixed assets, cash and debt management, and grant accounting.

ACCOMPLISHMENTS FY 2011

- ◆ Received Certificate of Achievement for Excellence in Financial Reporting for the 20th consecutive year from the Government Finance Officers Association (GFOA)
- ◆ Met all required processing and reporting deadlines for responsible areas
- ◆ Utilized the services of an investment advisor and enhanced returns through longer-term investment options
- ◆ Started the process of scanning accounts payable documents into OnBase resulting in approximately 50% of departments now operating more efficiently without paper processing
- ◆ Implemented e-payables for various accounts payable vendors which has increased the rebate amounts the Town receives
- ◆ Received the CQI High Performing Distinction for the 2011 CQI survey results

OBJECTIVES FY 2012

- ◆ Prepare the Comprehensive Annual Financial Report in conformance with Generally Accepted Accounting Principles and GFOA financial reporting excellence criteria
- ◆ Maintain a system of internal controls with no material weaknesses
- ◆ Meet all processing and reporting deadlines for responsible areas
- ◆ Complete the accounts payable paperless process with all remaining departments
- ◆ Adopt written financial policies that will establish guidelines for the Town's overall fiscal planning and management

BUDGET NOTES

There were no personnel salary increases for FY 2012. There were no staffing changes for FY 2012. There was no substantial change to the Accounting Division budget in FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of material weaknesses in internal controls reported by the auditors	0	0	0	0
% of time processes and reports are completed by required deadlines	100%	100%	100%	100%

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Accounting	10.00	10.00	9.75	9.00	9.00
Total Personnel	10.00	10.00	9.75	9.00	9.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Accounting	775,542	779,722	727,750	585,500	730,010
Total Expenses	\$ 775,542	\$ 779,722	\$ 727,750	\$ 585,500	\$ 730,010

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	529,342	533,400	588,400	453,580	583,810
Supplies & Contractual	246,200	246,322	139,350	131,920	146,200
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 775,542	\$ 779,722	\$ 727,750	\$ 585,500	\$ 730,010

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	11,467	14,436	5,000	8,000	8,000
Total Expenses	775,542	779,722	727,750	585,500	730,010
Net Operating Result	\$ (764,075)	\$ (765,286)	\$ (722,750)	\$ (577,500)	\$ (722,010)

PURPOSE STATEMENT

The Purchasing Division works with departments to ensure that goods and services are procured in a timely and cost-effective manner that is compliant with Town ordinances and Federal and State statutes.

ACCOMPLISHMENTS FY 2011

- ◆ Participated in a cooperative bid process to obtain a new purchasing card contract that earned an estimated rebate of \$18,000 for FY 2011
- ◆ Implemented a program called E-Payables through the purchasing card contract which will save check processing costs and increase the rebate by an estimated \$54,000 per year
- ◆ Trained departments and coordinated the implementation of the contracts module in Eden, the Town's financial management software
- ◆ Implemented a procedure that requires a purchase order for any purchase or contract greater than \$10,000

OBJECTIVES FY 2012

- ◆ Fill the Purchasing Administrator position that is included in the FY 2012 budget
- ◆ Review current purchasing policies and procedures and implement improvements as identified
- ◆ Implement a procedure requiring a contract for all services
- ◆ Identify Performance Measures for Purchasing Division

BUDGET NOTES

There were no personnel salary increases for FY 2012. A Purchasing Administrator position was added to the Purchasing Division FY 2012 budget.

PERFORMANCE MEASURESActual
FY 2009Actual
FY 2010Projected
FY 2011Anticipated
FY 2012

To be determined upon hiring of Purchasing Administrator



Purchasing

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Purchasing	1.00	1.00	1.00	1.00	2.00
Total Personnel	1.00	1.00	1.00	1.00	2.00
EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Purchasing	324,712	304,236	251,070	194,350	238,380
Total Expenses	\$ 324,712	\$ 304,236	\$ 251,070	\$ 194,350	\$ 238,380
EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	306,324	286,730	238,350	179,090	220,450
Supplies & Contractual	18,388	17,506	12,720	15,260	17,930
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 324,712	\$ 304,236	\$ 251,070	\$ 194,350	\$ 238,380
OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	324,712	304,236	251,070	194,350	238,380
Net Operating Result	\$ (324,712)	\$ (304,236)	\$ (251,070)	\$ (194,350)	\$ (238,380)



Tax Compliance

PURPOSE STATEMENT

The mission of Tax Compliance is to promote voluntary tax compliance through systematic and comprehensive tax compliance programs designed to educate the community in a fair, equitable, and cost-effective manner, while providing superior customer service to all of our customers.

ACCOMPLISHMENTS FY 2011

Since inception, October 2010:

- ◆ Developed comprehensive overall tax compliance plan
- ◆ Created uniform tax compliance procedures and forms
- ◆ Developed and implemented specific tax compliance programs for several major tax classifications
- ◆ Achieved in excess of 80% compliance rate from taxpayers contacted
- ◆ Fostered ongoing working relationships with internal and external customers to assist in their tax compliance needs
- ◆ Enhanced customer communications through Town website, brochures, correspondence, and presentations
- ◆ Initiated tax-related employee training program
- ◆ Established active Town participation in state-wide tax compliance uniformity group

OBJECTIVES FY 2012

- ◆ Increase overall tax compliance by achieving greater than 85% compliance rate from those taxpayers contacted
- ◆ Initiate two new specific compliance programs and continue existing specific compliance programs
- ◆ Enhance customer outreach and education through e-learning videos, presentations to business organizations, and continued enhancement of website
- ◆ Develop and initiate a quality assurance / customer feedback program

BUDGET NOTES

There were no personnel salary increases for FY 2012. A one-time expense of approximately \$20,000 has been added to the supplies and contractual expenses for software and hardware for required services. The software/hardware expense was identified by Town Council as a Strategic Initiative.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of reviewed taxpayers brought into compliance	*	*	80%	85%
% of customer satisfaction	*	*	*	85%

* New Measure; data not available



Tax Compliance

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Tax Compliance	1.00	1.00	3.00	3.00	3.00
Total Personnel	1.00	1.00	3.00	3.00	3.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Tax Compliance	-	-	300,820	221,670	321,710
Total Expenses	\$ -	\$ -	\$ 300,820	\$ 221,670	\$ 321,710

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	233,500	156,870	238,290
Supplies & Contractual	-	-	67,320	64,800	83,420
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 300,820	\$ 221,670	\$ 321,710

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	93,198	110,387	300,830	650,000	727,700
Total Expenses	-	-	300,820	221,670	321,710
Net Operating Result	\$ 93,198	\$ 110,387	\$ 10	\$ 428,330	\$ 405,990

PURPOSE STATEMENT

The Budget Division assists in the management of the Town's resources, including meeting legal requirements for financial management. The division reviews department budgets; ensures that management, legislative and financial proposals are consistent with relevant statutes and Council objectives; provides both short and long-range analysis and advice to government officials; and develops Town-wide policies. The Budget Division is responsible for developing, enacting, and implementing the Town's budget. The Budget Division is committed to improving the effectiveness and efficiency of government programs and rules.

ACCOMPLISHMENTS FY 2011

- ◆ Received the Distinguished Budget Presentation Award for the 12th consecutive year from the Government Finance Officers Association
- ◆ Improved cash flow management process in order to maximize returns on cash investments
- ◆ Established Policies of Responsible Financial Management
- ◆ Completed successful reorganization of Budget Division under the Finance Department and increased Division staff
- ◆ Implemented support program of assigned budget analysts for each Town department
- ◆ Improved collaboration with Municipal Property Corporations (MPC)
- ◆ Initiated Franklin Covey goal management program
- ◆ Broadened citizen participation program in budget process through Citizen Think Tank

OBJECTIVES FY 2012

- ◆ Receive the Distinguished Budget Presentation Award for the 13th consecutive year from the Government Finance Officers Association
- ◆ Assist in the development and implementation of policies in accordance with the Council's priorities
- ◆ Refinance 2001 Public Facility MPC Bonds to gain cost savings over life of bonds
- ◆ Increase Division staff's knowledge of Town wide operations
- ◆ Successfully execute Franklin Covey goal management program
- ◆ Implement Rolling Five-Year Balanced Financial Plan (Council strategic initiative)
- ◆ Work with Human Resources to define a fair and equitable salary compensation program for inclusion in the financial plan
- ◆ Address structural deficit
- ◆ Establish rapport and trust with Town departments

BUDGET NOTES

There were no personnel salary increases for FY 2012. The Budget Division was established as a division within Finance during FY 2011, having previously been housed under the Town Manager's Office as Financial Planning. Fluctuations in personnel and contractual costs are a result of departmental staffing changes and reallocating budgets among line items.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Maintain high quality bond rating (Moody's G.O. Bond Rating)	Aa2	Aa1	Aa1	Aa1
% reduction of structural deficit	*	*	*	50%
Internal satisfaction rating of satisfied or highly satisfied of Budget staff performance	*	*	*	85%

**New measure; no data available*

Budget

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Budget	7.00	6.00	2.00	4.25	4.25
Total Personnel	7.00	6.00	2.00	4.25	4.25

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Budget	639,767	655,880	271,210	304,400	384,620
Total Expenses	\$ 639,767	\$ 655,880	\$ 271,210	\$ 304,400	\$ 384,620

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	602,348	626,966	252,960	287,850	368,460
Supplies & Contractual	37,419	28,914	18,250	16,550	16,160
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 639,767	\$ 655,880	\$ 271,210	\$ 304,400	\$ 384,620

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	875	-	-	-
Total Expenses	639,767	655,880	271,210	304,400	384,620
Net Operating Result	\$ (639,767)	\$ (655,005)	\$ (271,210)	\$ (304,400)	\$ (384,620)

Legal and Court

Legal and Court Summary
Prosecutor
Municipal Court

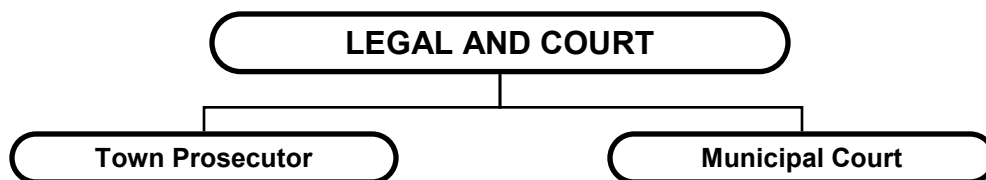
BUSINESS UNIT DESCRIPTION

The Legal and Court Department includes the Prosecutor's Office and the Municipal Court. Each service contributes to legal compliance within Gilbert whether it is for internal customers or for external customers. At the core of each operation is the goal of fairness and ultimately legal compliance.

GOALS FY 2012

- ◆ Ensure a high level of quality control for legal opinions and other documents prepared by legal staff
- ◆ Manage a growing caseload by employing technology that enables the department to continue to meet the requirements of the Rules of Criminal Procedure (RCP) and Civil Traffic Mandates without additional personnel
- ◆ Meet the Rules of Criminal Procedure, Rule 8, demands for timely disposition of cases while delivering a high level of customer service
- ◆ Ensure sentence enforcement in a timely manner

ORGANIZATIONAL CHART



PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Prosecutor	19.00	19.00	19.00	19.00	19.00
Municipal Court	31.25	31.42	31.42	31.42	30.42
Total Personnel	50.25	50.42	50.42	50.42	49.42

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Town Prosecutor	1,582,887	1,581,965	1,608,690	1,548,340	1,602,660
Municipal Court	2,859,388	2,868,355	2,867,570	2,721,000	2,673,260
Total Expenses	\$ 4,442,275	\$ 4,450,320	\$ 4,476,260	\$ 4,269,340	\$ 4,275,920

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	3,787,659	3,810,540	3,853,490	3,611,180	3,729,340
Supplies & Contractual	654,616	639,780	622,770	658,160	546,580
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 4,442,275	\$ 4,450,320	\$ 4,476,260	\$ 4,269,340	\$ 4,275,920

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	108,289	103,089	96,000	103,500	101,600
Total Expenses	4,442,275	4,450,320	4,476,260	4,269,340	4,275,920
Net Operating Result	\$ (4,333,986)	\$ (4,347,231)	\$ (4,380,260)	\$ (4,165,840)	\$ (4,174,320)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of Court Appearances – Prosecutor	18,605	19,537	20,000	21,000
# of Criminal Trials (Jury and Bench Trials Only)	208	289	150	200
# of Guilty Pleas	4,617	4,244	4,428	4,800
# of Charges Dismissed	4,987	4,629	4,559	4,900

PURPOSE STATEMENT

The Prosecutor's Office is dedicated to handling criminal misdemeanor cases in a fair and just manner, safeguarding the rights of both the victim and the accused, and protecting the citizens of Gilbert. We are committed to pursuing justice with professionalism and integrity.

ACCOMPLISHMENTS FY 2011

- ◆ Concluded implementation of new software system by fine tuning operational requirements
- ◆ Trained staff on use of new software system
- ◆ Began live operation of new software system, thereby taking the first step towards becoming a paperless office and increasing efficiency
- ◆ Continued volunteer project within the office to assist with victim rights notification and filing duties
- ◆ Utilized a legal intern from Phoenix School of Law to assist with attorney duties including drafting of motion responses
- ◆ Developed strategic initiatives and objectives

OBJECTIVES FY 2012

- ◆ Assist crime victims with receiving monetary reparation from the defendant when they are financially impacted by criminal activity
- ◆ Assist crime victims in obtaining counseling services to assist in rehabilitation
- ◆ Effectively prosecute crimes and hold defendants accountable for their actions
- ◆ Effectively use technology to increase office efficiencies to reduce demands on human resources in three departments while providing excellent service to both inside and outside customers

BUDGET NOTES

There were no personnel salary increases for FY 2012. Department continues to implement paperless initiatives and will examine for potential future cost savings.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of cases charged after review	61%	64%	65%	65%
Number of Criminal Cases Tracked	6,821	6,402	6,400	6,600
% of Domestic Violence Offenders Referred to Counseling Programs	100%	100%	100%	100%
Volunteer hours served	132.00	289.75	361.25	300.00



Prosecutor

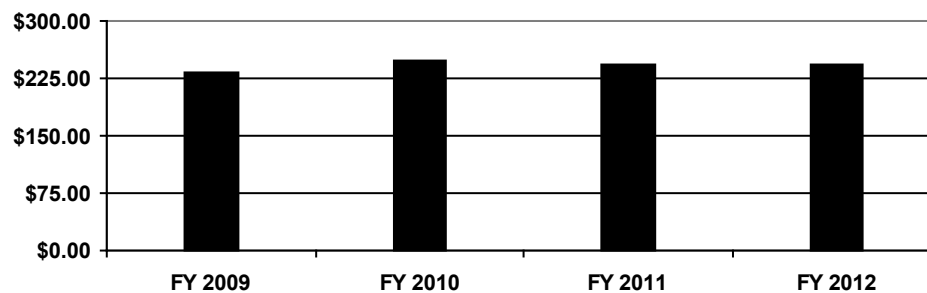
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Prosecutor	19.00	19.00	19.00	19.00	19.00
Total Personnel	19.00	19.00	19.00	19.00	19.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Prosecutor	1,582,887	1,581,965	1,608,690	1,548,340	1,602,660
Total Expenses	\$ 1,582,887	\$ 1,581,965	\$ 1,608,690	\$ 1,548,340	\$ 1,602,660

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,503,607	1,492,904	1,540,560	1,433,590	1,534,530
Supplies & Contractual	79,280	89,061	68,130	114,750	68,130
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,582,887	\$ 1,581,965	\$ 1,608,690	\$ 1,548,340	\$ 1,602,660

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	8,364	5,468	4,500	4,500	4,500
Total Expenses	1,582,887	1,581,965	1,608,690	1,548,340	1,602,660
Net Operating Result	\$ (1,574,523)	\$ (1,576,497)	\$ (1,604,190)	\$ (1,543,840)	\$ (1,598,160)

COST PER CASE





Municipal Court

PURPOSE STATEMENT

The purpose of the Gilbert Municipal Court is to provide a just resolution to cases filed in the Court by local law enforcement agencies and local citizens in a timely fashion as mandated under the Arizona and United States Constitution, the laws of the State of Arizona and the local ordinances.

ACCOMPLISHMENTS FY 2011

- ◆ Successfully transitioned to case management system driven calendaring system resulting in easily accessible and accurate web calendar
- ◆ Transitioned to new and improved case management system funded through local JCEF grant
- ◆ Successfully implemented home detention program
- ◆ Improved statistical reporting by defining events and standardizing event results
- ◆ Successfully implemented E-subpoena system, reducing paper consumption
- ◆ Successfully implemented electronic disposition reporting to MVD
- ◆ Created Limited English Proficiency Plan to remain compliance with Federal Law
- ◆ 25,000 charges filed
- ◆ 650 Civil Traffic Hearings
- ◆ 3,200 petition to revoke probation

OBJECTIVES FY 2012

- ◆ Aggressively promote web-based court scheduling system in order to improve customer service and preserve town resources
- ◆ Reduce number of DUI cases more than 180 days old; whenever possible, the court will schedule events on a next available basis in an effort to expedite case processing and ensure trial certainty
- ◆ Offer access to Court staff as well as outside agencies to satellite broadcasts and live training sessions as they become available, with an initial goal of at least two events each fiscal year at the Municipal Court Training Center
- ◆ Provide unprecedented public access to electronic case management system including access to court date information, forms, offense history, and disposition information

BUDGET NOTES

There were no personnel salary increases for FY 2012. Personnel numbers decreased due to a corresponding decrease in case filings. Public Defender budget reduced based on historical spending trends.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Reduce telephone contacts by 5% from prior year due to implementation of online case management system*	37,821	81,612	77,500	73,625
Reduce % of unresolved DUI Cases Over 180 days old to less than 15%	15.9%	18.5%	18.0%	15.0%
Reduce manual public information requests by 5% each year due to implementation of online case management system*	*	1,312	1,200	1,140
*New measure; data not available				



Municipal Court

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Municipal Court	31.25	31.42	31.42	31.42	30.42
Total Personnel	31.25	31.42	31.42	31.42	30.42

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Municipal Court	2,859,388	2,868,355	2,867,570	2,721,000	2,673,260
Total Expenses	\$ 2,859,388	\$ 2,868,355	\$ 2,867,570	\$ 2,721,000	\$ 2,673,260

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,284,052	2,317,636	2,312,930	2,177,590	2,194,810
Supplies & Contractual	575,336	550,719	554,640	543,410	478,450
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,859,388	\$ 2,868,355	\$ 2,867,570	\$ 2,721,000	\$ 2,673,260

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	99,925	97,621	91,500	99,000	97,100
Total Expenses	2,859,388	2,868,355	2,867,570	2,721,000	2,673,260
Net Operating Result	\$ (2,759,463)	\$ (2,770,734)	\$ (2,776,070)	\$ (2,622,000)	\$ (2,576,160)

Development Services

Development Services Summary
Administration and Customer Service
Permit and Plan Review Services
Inspection and Compliance Services
Planning and Development
Business Development
Engineering Services

BUSINESS UNIT DESCRIPTION

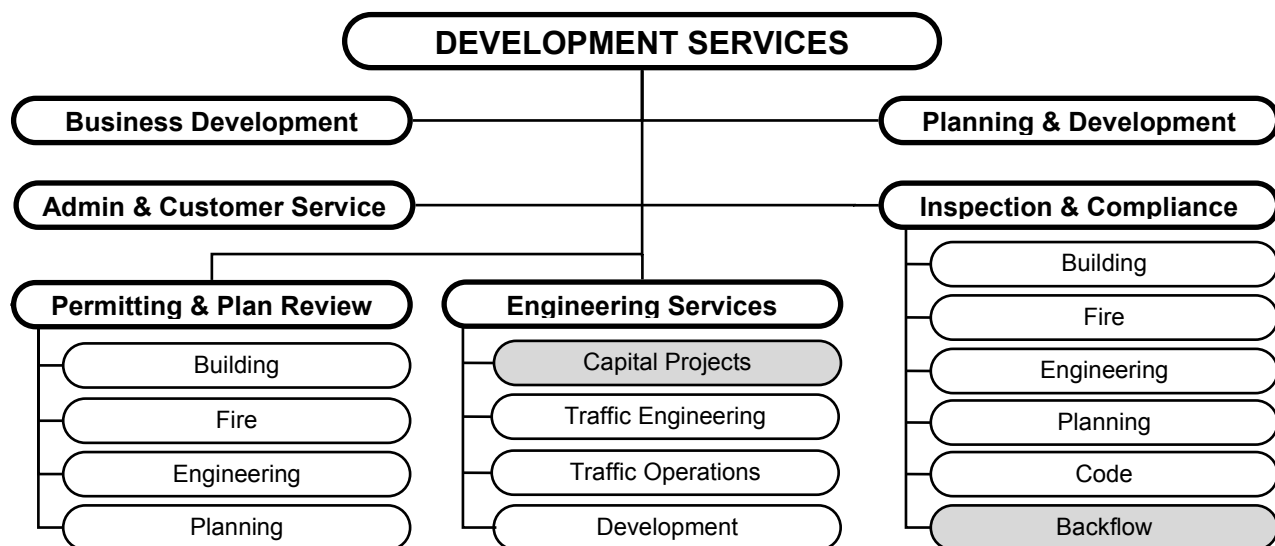
The divisions in the Development Services Department guide land development from the vacant parcel stage through construction of structures and the maintenance of developed parcels to maintain community aesthetics as well as safety concerns. The individual divisions are Administrative and Customer Service, Engineering Services, Permitting and Plan Review Services, Inspection and Compliance Services, Planning and Development, and Business Development.

Business Development focuses on recruiting new business to Gilbert. Administrative and Customer Service answers customer questions and processes permit applications. Engineering Services oversees traffic operations and traffic engineering and manages the Capital Improvement Program. Planning and Development sets the development guidelines through the General Plan and Town Ordinances. Permitting and Plan Review ensures the codes and guidelines are complied with during review of construction documents. Inspection and Compliance ensures that the structures and systems are constructed by the developers in compliance with the approved plans and per code to support the new development.

GOALS FY 2012

- ◆ Actively recruit high value added businesses with an emphasis on Bio-Med/Life Sciences companies to Gilbert
- ◆ Proactively assist in the retention and expansion of existing Gilbert businesses
- ◆ Be recognized as a community that is business friendly and has the infrastructure in place to attract and retain business
- ◆ Continue to improve customer service throughout the development process
- ◆ Ensure that all structures built in Gilbert meet the adopted construction and land use codes to provide safe structures for all
- ◆ Provide a proactive, responsive, customer-oriented permit process
- ◆ Ensure that construction of privately and publicly funded infrastructure is in compliance with applicable codes and standards
- ◆ Ensure the safe movement of traffic by analyzing data

ORGANIZATIONAL CHART





Development Services

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Admin and Customer Service	8.00	8.00	8.00	8.00	8.00
Permit and Plan Review	18.50	18.50	18.50	13.50	13.50
Inspection and Compliance	27.50	27.50	25.25	25.25	25.25
Planning and Development	10.00	10.00	10.00	10.00	10.00
Business Development	5.00	5.00	5.00	5.00	5.00
Engineering Services	0.00	0.00	0.00	5.00	5.00
Total Personnel	69.00	69.00	66.75	66.75	66.75

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Admin and Customer Service	678,642	665,810	653,520	642,750	753,290
Permit and Plan Review	2,371,113	2,001,930	1,885,590	1,342,510	1,296,690
Inspection and Compliance	2,933,836	2,374,412	2,135,220	2,036,690	2,130,660
Planning and Development	1,595,797	1,131,306	1,154,310	1,043,490	1,096,510
Business Development	2,548,495	1,863,939	563,950	551,290	669,090
Engineering Services	-	-	-	390,110	562,360
Total Expenses	\$ 10,127,883	\$ 8,037,397	\$ 6,392,590	\$ 6,006,840	\$ 6,508,600

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	7,226,716	6,022,957	5,676,760	5,462,310	5,622,690
Supplies & Contractual	2,900,102	2,014,440	715,830	544,530	885,910
Capital Outlay	1,065	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 10,127,883	\$ 8,037,397	\$ 6,392,590	\$ 6,006,840	\$ 6,508,600

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	3,774,846	4,027,639	2,892,300	2,930,900	3,039,420
Total Expenses	10,127,883	8,037,397	6,392,590	6,006,840	6,508,600
Net Operating Result	\$ (6,353,037)	\$ (4,009,758)	\$ (3,500,290)	\$ (3,075,940)	\$ (3,469,180)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of single family permits issued	1,034	1,426	1,130	1,200
Acres of land approved for development through re-zoning	1,250	309	375	275
Acres annexed	89	58	40	25



Administration and Customer Service

PURPOSE STATEMENT

The mission of the Administrative and Customer Service division of Development Services is to assist our customers through the development services process in a capable, concise, and courteous manner ensuring customer satisfaction as the final goal.

ACCOMPLISHMENTS FY 2011

- ◆ Simplified related licensing and permit processes through Unified Permitting by establishing yearly business registration and updating the registration form to include information regarding specialty licenses, certificates of occupancy and sign permits
- ◆ Obtained customer satisfaction survey results of which 100% of customers stated that they were treated fairly
- ◆ Completed electronic imaging of all business license files
- ◆ Transitioned all business license processing from hard copy to electronic review and approval

OBJECTIVES FY 2012

- ◆ Implement Unified Annual Business Licensing to include yearly fire inspection and burglar alarm fees
- ◆ Upgrade Eden software to provide auto-email capabilities for business licenses and automated imaging and indexing into OnBase
- ◆ Provide opportunities for credit card payments

BUDGET NOTES

There were no personnel salary increases for FY 2012. There is no change in FTE. The FY 2012 Budget includes a \$95,000 increase in Supplies and Contractual for software upgrades as a major step in executing Gilbert's Strategic Initiatives. The upgrades will provide web business licensing and payment options to customers.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Process business registration applications same day as received	*	75%	90%	95%
Issue business registrations within 5 working days	*	80%	80%	90%
Process permit applications same day as received	*	80%	90%	95%
Maintain customer satisfaction rating of 95%	*	95%	100%	95%
Assist counter customers within 4 minutes of arrival	*	65%	90%	95%

**New measure; data not available*



Administration and Customer Service

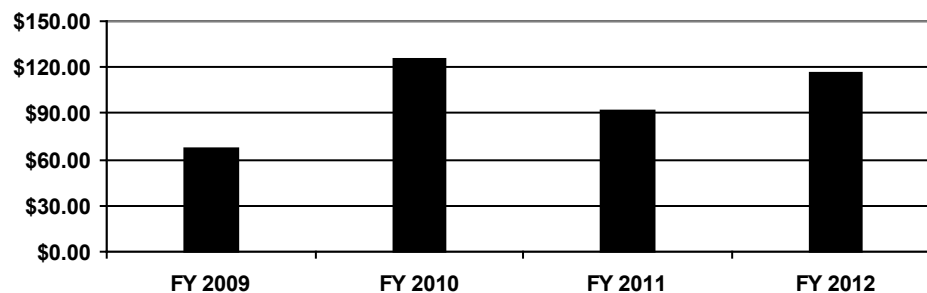
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Admin and Customer Svc	8.00	8.00	8.00	8.00	8.00
Total Personnel	8.00	8.00	8.00	8.00	8.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Admin and Customer Svc	678,642	665,810	653,520	642,750	753,290
Total Expenses	\$ 678,642	\$ 665,810	\$ 653,520	\$ 642,750	\$ 753,290

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	608,092	624,661	615,130	590,780	610,830
Supplies & Contractual	70,550	41,149	38,390	51,970	142,460
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 678,642	\$ 665,810	\$ 653,520	\$ 642,750	\$ 753,290

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	239,673	224,229	360,750	229,300	229,820
Total Expenses	678,642	665,810	653,520	642,750	753,290
Net Operating Result	\$ (438,969)	\$ (441,581)	\$ (292,770)	\$ (413,450)	\$ (523,470)

COST PER PERMIT





Permit and Plan Review Services

PURPOSE STATEMENT

The purpose of Permitting and Plan Review Services is to assure a safe environment within Gilbert through the administration of adopted regulations relating to construction, zoning, backflow prevention and other Gilbert code requirements.

ACCOMPLISHMENTS FY 2011

- ◆ Processed 5,373 applications
- ◆ Processed 361 commercial permits valuing \$42,116,078 – 18 were large commercial projects
- ◆ Processed 491 sign permits
- ◆ Processed 1,196 single family permits – 32 were custom homes
- ◆ Processed 126 standard homes
- ◆ Investigated electronic plan review possibilities, decided on software/hardware choices, and established implementation schedule
- ◆ Reviewed the 2009 International Codes and the 2008 National Electrical Code for significant changes

OBJECTIVES FY 2012

- ◆ Continue to respond to customer survey comments and other input suggesting improvements to our processes and procedures
- ◆ Adhere to the published plan review goal times
- ◆ Implement electronic plan review
- ◆ Reduce project review turn-around times for tenant improvements and residential submittals

BUDGET NOTES

There were no personnel salary increases for FY 2012. Budget reflects the transfer of 5.0 FTE to a newly established Engineering Division. Personnel budget reflects this change with a reduction of \$485,030 from FY 2011 to FY 2012 budgets. Supplies and Contractual expenses were also reduced by \$103,870.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of P.E.R.T. (Partners Experiencing Results Together) reviews that met the agreed upon schedule	100%	100%	100%	100%
Average # of working days to complete 1 st review of large commercial projects – goal is 20 working days	*	16.67	13.00	13.00
Average # of working days to complete 1 st review of custom and standard homes – goal is 15 working days	*	14.86	14.50	14.00
* New measure; data not available				



Permit and Plan Review Services

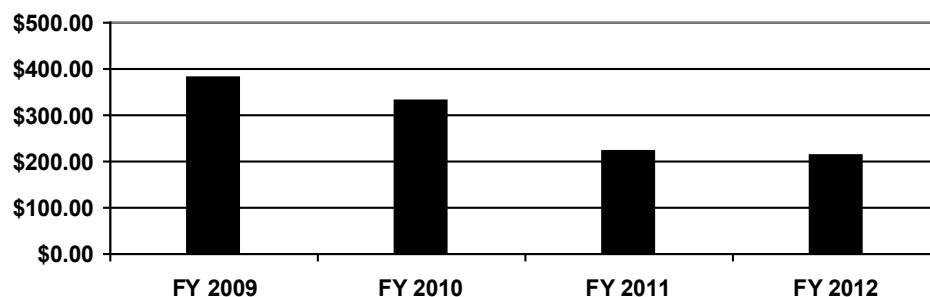
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Building	4.40	4.40	4.40	4.40	4.40
Fire	1.60	1.60	1.60	1.60	1.60
Engineering	9.60	9.60	9.60	4.60	4.60
Planning	2.90	2.90	2.90	2.90	2.90
Total Personnel	18.50	18.50	18.50	13.50	13.50

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Building	685,016	414,852	425,910	388,310	432,200
Fire	152,489	152,017	151,360	144,940	151,360
Engineering	1,196,320	1,168,814	1,049,140	560,310	451,770
Planning	337,288	266,247	259,180	248,950	261,360
Total Expenses	\$ 2,371,113	\$ 2,001,930	\$ 1,885,590	\$ 1,342,510	\$ 1,296,690

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,105,056	1,758,661	1,722,430	1,328,860	1,237,400
Supplies & Contractual	266,057	243,269	163,160	13,650	59,290
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,371,113	\$ 2,001,930	\$ 1,885,590	\$ 1,342,510	\$ 1,296,690

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,852,093	3,037,991	2,095,600	2,328,500	2,374,280
Total Expenses	2,371,113	2,001,930	1,885,590	1,342,510	1,296,690
Net Operating Result	\$ 480,980	\$ 1,036,061	\$ 210,010	\$ 985,990	\$ 1,077,590

AVERAGE PERMIT AND PLAN REVIEW COST PER PERMIT





Inspection and Compliance Services

PURPOSE STATEMENT

The mission of Inspection and Compliance Services is to ensure a safe and aesthetically desired environment within Gilbert by providing inspection services in the administration of the Town's adopted construction codes, ordinances, standards, regulations, and guidelines.

ACCOMPLISHMENTS FY 2011

- ◆ Inspections performed by all work groups were completed within established timelines.
- ◆ Processed and reviewed 100% of business registration requests within established guidelines
- ◆ Responded to 99% of all complaints within two days of receipt
- ◆ Coordinated efforts with rest of Development Services to simplify and streamline the certificate of occupancy permitting/inspection process for small business owners

OBJECTIVES FY 2012

- ◆ Complete all requested inspections within established guidelines
- ◆ Respond to 98% of complaints within two days of receipt
- ◆ Review all business registration requests within applicable established guidelines
- ◆ Equip Code Compliance Inspectors with laptop computers to improve efficiency by reducing the number of return trips and calls into the office by 70%
- ◆ Resolve 98% of total Code Compliance caseloads resolve without having to issue citations or file long form complaints

BUDGET NOTES

There were no personnel salary increases for FY 2012. There were no substantial budget changes from FY 2011 to FY 2012. Personnel costs decreased by \$6,680 mostly from reduced workers compensation costs; while Supplies and Contractual expenses increased by \$2,120.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of building safety inspection requests completed within scheduled times	100%	100%	100%	100%
% of complaints responded to within two working days	99%	99%	99%	98%
% of fire inspections requests completed within 24 hours	100%	100%	100%	100%
% of business registration reviews completed within established guidelines	100%	100%	100%	100%
% of caseloads resolved without issuance of citation or filing of long form complaints	*	*	98%	98%

* New measure; data not available



Inspection and Compliance Services

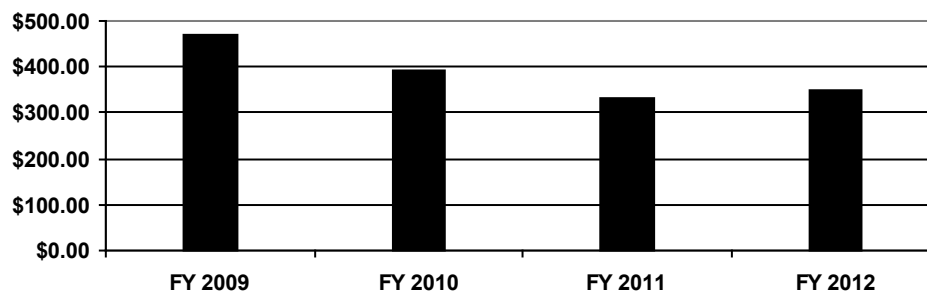
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Building	8.65	8.65	8.65	8.65	8.65
Fire	1.30	1.30	1.30	1.30	1.30
Engineering	6.65	6.65	6.65	6.65	6.65
Planning	0.80	0.80	0.80	0.80	0.80
Code	7.85	7.85	7.85	7.85	7.85
Backflow	2.25	2.25	0.00	0.00	0.00
Total Personnel	27.50	27.50	25.25	25.25	25.25

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Building	1,232,439	854,928	820,370	772,640	816,220
Fire	159,770	105,410	106,760	100,570	105,120
Engineering	617,162	561,914	564,180	547,090	562,800
Planning	102,132	63,686	60,410	58,650	60,720
Code	618,981	569,723	583,500	557,740	585,800
Backflow	203,352	218,751	-	-	-
Total Expenses	\$ 2,933,836	\$ 2,374,412	\$ 2,135,220	\$ 2,036,690	\$ 2,130,660

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,722,406	2,252,749	1,979,890	1,912,700	1,973,210
Supplies & Contractual	210,365	121,663	155,330	123,990	157,450
Capital Outlay	1,065	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,933,836	\$ 2,374,412	\$ 2,135,220	\$ 2,036,690	\$ 2,130,660

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	251,669	265,695	47,950	45,000	64,250
Total Expenses	2,933,836	2,374,412	2,135,220	2,036,690	2,130,660
Net Operating Result	\$ (2,682,167)	\$ (2,108,717)	\$ (2,087,270)	\$ (1,991,690)	\$ (2,066,410)

COST PER PERMIT





Planning and Development

PURPOSE STATEMENT

The mission of the Planning and Development Services Division is to enhance the quality of life for our community by guiding development with proficiency and commitment.

ACCOMPLISHMENTS FY 2011

- ◆ General Plan 2011 Update approved by Town Council and 82% of voters
- ◆ Banner/MD Anderson Cancer Center streamlined approvals
- ◆ Gilbert LDS Temple approval by Design Review Board
- ◆ Implemented paperless Pre-Application process
- ◆ Land Development Code (LDC) Text Amendments for: Administrative Approval of Comprehensive Sign Plans, temporary signage, medical marijuana, fireworks, Manufacturing and Assembly definitions, Chapter 1 revisions, Administrative Use Permit, and Property Maintenance Ordinance
- ◆ Staffed Redevelopment Commission and implemented a Heritage District Web Page
- ◆ Coordinated Downtown Gilbert Farmers Market
- ◆ Incorporated Sign Permit approvals into Planning Division
- ◆ High customer satisfaction survey results

OBJECTIVES FY 2012

- ◆ Prioritize and begin completion of implementation strategies in the General Plan
- ◆ Implement Land Development Code (LDC) Text Amendments for: sign code, zoning reversions, medical marijuana, and religious assemblies
- ◆ Move to Adopt Right-of-Way Encroachment Ordinance
- ◆ Analyze Mixed-Use Ordinance and Design Guidelines
- ◆ Amend Gateway Area right-of-way standards and streetscape designs guidelines
- ◆ Provide paperless packets for Boards and Commissions
- ◆ Continue to receive high customer satisfaction survey results
- ◆ Provide superior planning services for external and internal customers
- ◆ Continue to utilize and improve on usage of GIS technology
- ◆ Update Web page continually
- ◆ Continue to provide staff training to identify and implement best practices

BUDGET NOTES

There were no personnel salary increases for FY 2012. Supplies and Contractual expenses have been reduced by \$50,500, with substantial reductions in legal and zoning ordinance advertising fees.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of items continued due to ad errors	2%	1%	0%	0%
% of Draft minutes completed within 72 hours	100%	100%	100%	100%
% of Design Review Board and Planning Commission packets produced on time	100%	100%	100%	100%
% of planning review comments returned on schedule	95%	98%	98%	98%
% of planning projects completed within established schedule	*	*	98%	100%
* New measure; data not available				



Planning and Development

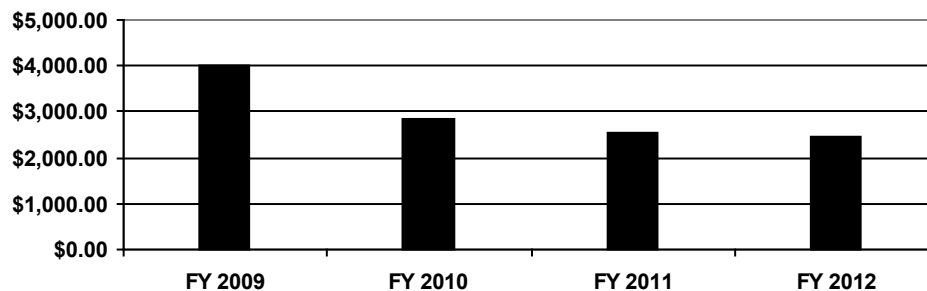
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Planning and Development	10.00	10.00	10.00	10.00	10.00
Total Personnel	10.00	10.00	10.00	10.00	10.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Planning and Development	1,595,797	1,131,306	1,154,310	1,043,490	1,096,510
Total Expenses	\$ 1,595,797	\$ 1,131,306	\$ 1,154,310	\$ 1,043,490	\$ 1,096,510

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,365,039	961,011	939,760	911,270	932,460
Supplies & Contractual	230,758	170,295	214,550	132,220	164,050
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,595,797	\$ 1,131,306	\$ 1,154,310	\$ 1,043,490	\$ 1,096,510

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	431,395	499,699	388,000	328,100	371,070
Total Expenses	1,595,797	1,131,306	1,154,310	1,043,490	1,096,510
Net Operating Result	\$ (1,164,402)	\$ (631,607)	\$ (766,310)	\$ (715,390)	\$ (725,440)

AVERAGE COST PER CASE





Business Development

PURPOSE STATEMENT

The purpose of the Gilbert Business Development Division is to attract and retain business and industry to the community. The Business Development staff works with other departments to ensure that Gilbert's business climate remains competitive and open to business.

ACCOMPLISHMENTS FY 2011

- ◆ Exceeded annual forecast of company locates and expansions by 100%
- ◆ Exceeded annual forecast of new and incumbent jobs by 80%
- ◆ Generated over \$130 million in capital investment
- ◆ Developed and designed new economic development web site
- ◆ Created an Arizona-based economic development corporation to lessen the burden of government in the Gilbert business development process
- ◆ Established a regional economic development campaign focused on the east valley
- ◆ Hosted three industry roundtables, the Mayor's 2010 Economic Summit, and the Mayor's Breakfast with the Arts
- ◆ Began drafting a 5-year economic development operational plan with a primary focus on biomedical, biotechnology, and life sciences
- ◆ Purchased a web-based customer relationship management (CRM) system for managing client interaction, sales pipeline, and quarterly reporting
- ◆ Developed a 3-year marketing plan for the Gilbert Industrial Development Authority

OBJECTIVES FY 2012

- ◆ Develop and implement a 5-year economic development plan that includes strategies and tactics for public-private partnerships, business development, and policy/programs that encourage science and technology investment
- ◆ Develop a scorecard Gilbert will use to track and communicate business development and economic development outcomes to Council
- ◆ Implement the customer relationship management (CRM) tools into the Business Development divisional activities (i.e., business development pipeline, marketing, and business intelligence)
- ◆ Utilize the dedicated economic development web site to lower the ratio of cost to reach Gilbert's target audience
- ◆ Utilize a regional economic development campaign to market Gilbert and the east valley as a science and technology destination

BUDGET NOTES

There were no personnel salary increases for FY 2012. Supplies and Contractual increased \$100,820 in FY 2012 for increased membership dues, development of a new Business Development website, and increased business recruitment and retention activities. This increased business development activity is a major objective of Gilbert's Strategic Initiatives.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of new and expansion related jobs	812	502	1,115	500
Average salary	\$47,616	\$48,102	\$57,481	\$47,398
Capital investment	\$105,300,000	\$123,560,000	\$133,182,920	\$120,000,000
Combined # of locates and expansions	11	14	25	15
New Certificates of Completions/Occupancy	*	*	*	15
* New measure; data not available				



Business Development

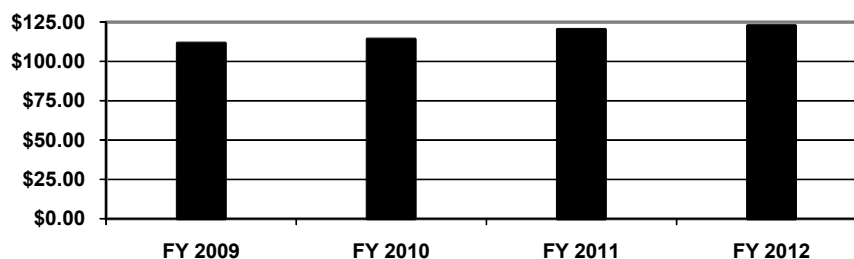
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Business Development Admin	5.00	5.00	5.00	5.00	5.00
Total Personnel	5.00	5.00	5.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Business Development Admin	2,548,495	1,861,317	553,950	541,290	659,090
Shop Gilbert	-	2,622	10,000	10,000	10,000
Total Expenses	\$ 2,548,495	\$ 1,863,939	\$ 563,950	\$ 551,290	\$ 669,090

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	426,123	425,875	419,550	406,890	423,870
Supplies & Contractual	2,122,372	1,438,064	144,400	144,400	245,220
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,548,495	\$ 1,863,939	\$ 563,950	\$ 551,290	\$ 669,090

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	16	25	-	-	-
Total Expenses	2,548,495	1,863,939	563,950	551,290	669,090
Net Operating Result	\$ (2,548,479)	\$ (1,863,914)	\$ (563,950)	\$ (551,290)	\$ (669,090)

ANNUAL RETAIL SALES TAX PER CAPITA





Engineering Services

PURPOSE STATEMENT

Engineering Services provides efficient and safe public infrastructure improvements including streets, water, sanitary sewer, reclaimed water, storm drainage, and traffic signals while balancing the impacts to the environment and adjacent land owners, residents, and businesses and to monitor and improve the operation of the Town's traffic signals system.

ACCOMPLISHMENTS FY 2011

- ◆ Completed the engineering review on nine residential subdivision permits
- ◆ Completed the engineering review on 50 commercial permits
- ◆ Began to update of the Town's Design Standards and Details
- ◆ Town-wide Signal Timing Optimization complete
- ◆ Began development of a traffic collision database and collision reduction program

OBJECTIVES FY 2012

- ◆ Complete the Design Standards and Details update
- ◆ Complete engineering review of private subdivision residential and commercial developments
- ◆ Complete development of a Traffic Collision Reduction Program
- ◆ Prepare Annual Traffic Collisions Report
- ◆ Complete the development of performance measures for the Traffic Operations Center
- ◆ Re-time the late-night signal timing plans
- ◆ Develop a fiber optic network plan

BUDGET NOTES

There were no personnel salary increases for FY 2012. FY 2012 is the first full year of operations for the Engineering Services Division. In FY 2011 the Permit and Plan Review Services Division transferred 5.0 FTE to form the Engineering Services Division. Detail on the Capital Project Administration division of Engineering Services can be located in the Capital Improvements section of this document.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of citizen contacts responded to within 24 hours	*	*	*	95%
Percentage of engineering review comments returned on schedule	*	*	60%	85%
Number of traffic signals connected via fiber to the traffic operations center	*	36%	36%	45%
Number of intersections with video count detection configured	*	14%	21%	29%

* New measure; data not available



Engineering Services

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	0.00	0.00	0.00	1.00	1.00
Development	0.00	0.00	0.00	1.00	1.00
Traffic	0.00	0.00	0.00	3.00	3.00
Total Personnel	0.00	0.00	0.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	-	-	-	133,590	189,990
Development	-	-	-	54,930	97,120
Traffic	-	-	-	201,590	275,250
Total Expenses	\$ -	\$ -	\$ -	\$ 390,110	\$ 562,360

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	311,810	444,920
Supplies & Contractual	-	-	-	78,300	117,440
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ -	\$ 390,110	\$ 562,360

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	-	-	-	390,110	562,360
Net Operating Result	\$ -	\$ -	\$ -	\$ (390,110)	\$ (562,360)

Police Department

Police Department Summary
Professional Standards
Patrol Services
Support Services
Counseling Services
Investigations
Tactical Operations Unit
Contracted Services



Police Department

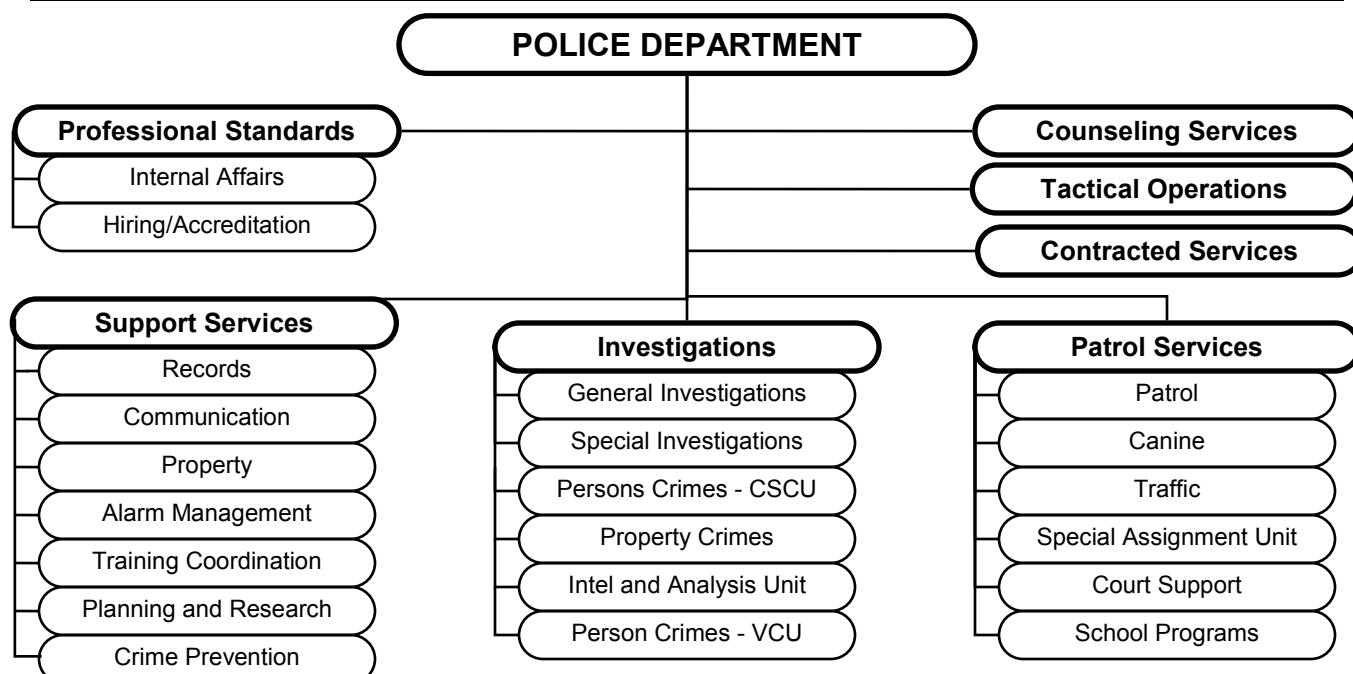
DEPARTMENT DESCRIPTION

The members of the Gilbert Police Department are committed to serving the citizens of Gilbert, its business community and its visitors in a professional, proactive, and community-oriented manner. Our success is measured by the working relationships we maintain with our citizens, our businesses and our visitors, and the safety and security the community experiences. Our mission is to provide the community of Gilbert with a professional service organization that effectively and uniformly enforces the law and provides citizen assistance. We are dedicated to the advancement of the community policing philosophy in partnership with the community to serve its needs in a professional, efficient, and effective manner.

GOALS FY 2012

- ◆ Develop a data driven staffing study to determine current and future police staffing resources.
- ◆ Maintain the following average response times (dispatch to arrival)
 - ✓ Emergency 5 minutes 30 seconds
 - ✓ Urgent 6 minutes 30 seconds
 - ✓ High 15 minutes
 - ✓ Low 45 minutes
 - ✓ Report Only 60 minutes
- ◆ Attain a 90% success rate on meeting response time goals
- ◆ Maintain current rating as safest community with a population of more than 100,000 based on Uniform Crime Report (UCR) data comparisons of offenses per thousand residents
- ◆ Maintain rating of 90% or greater on overall satisfaction with police services based on annual citizen survey
- ◆ Maintain rating of 90% or greater on citizens feeling safe from violent crime based on annual citizen survey
- ◆ Maintain rating of 90% or greater on citizens feeling safe from property crime based on annual citizen survey
- ◆ Maintain and/or reduce Uniform Crime Report (UCR) part I crimes per thousand population

ORGANIZATIONAL CHART





Police Department

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	5.50	5.50	4.50	4.50	4.50
Professional Standards	8.00	8.00	8.00	8.00	8.00
Patrol Services	206.00	206.00	204.00	204.00	204.00
Support Services	72.00	72.00	73.00	73.00	73.00
Counseling Services	9.50	9.50	9.50	9.50	9.50
Investigations	41.00	41.00	43.00	43.00	43.00
Total Sworn	227.00	227.00	226.00	226.00	226.00
Total Civilian	115.00	115.00	116.00	116.00	116.00
Total Personnel	342.00	342.00	342.00	342.00	342.00

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	871,543	825,854	821,790	782,560	804,090
Professional Standards	806,083	779,665	800,370	746,440	758,480
Patrol Services	21,874,987	21,546,518	21,605,280	20,204,710	21,335,320
Support Services	5,010,090	5,064,689	5,149,620	4,731,740	5,071,210
Counseling Services	769,586	754,513	741,090	696,720	756,710
Investigations	4,793,855	4,743,881	4,874,870	4,668,330	4,947,750
Tactical Operations	169,407	133,071	144,070	131,390	131,210
Contracted Services	2,167,262	2,453,664	2,539,780	2,539,780	2,539,780
Total Expenses	\$ 36,462,813	\$ 36,301,855	\$ 36,676,870	\$ 34,501,670	\$ 36,344,550

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	30,079,738	29,825,953	30,487,080	28,459,500	30,154,760
Supplies & Contractual	6,304,511	6,337,737	6,189,790	6,042,170	6,189,790
Capital Outlay	78,564	138,165	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 36,462,813	\$ 36,301,855	\$ 36,676,870	\$ 34,501,670	\$ 36,344,550

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	3,883,316	4,180,255	3,957,050	4,063,400	4,168,500
Total Expenses	36,462,813	36,301,855	36,676,870	34,501,670	36,344,550
Net Operating Result	\$(32,579,497)	\$(32,121,600)	\$(32,719,820)	\$(30,438,270)	\$(32,176,050)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Officers per thousand	1.09	1.08	1.07	1.05
% of citizens rating Police Service as generally or very satisfied	92.2%	91.3%	93.0%	94.0%
% of citizens feeling they are generally/very safe from attack or being held up	96.3%	97.9%	98.5%	98.9%
% of citizens feeling safe from vandalism, burglary or theft	94.3%	95.3%	96.4%	97.0%
UCR Part 1 Crimes per thousand population	25.42	20.44	19.57	21.25



Professional Standards

PURPOSE STATEMENT

The Gilbert Police Department Office of Professional Standards oversees internal affairs, recruiting, hiring, accreditation, training, and crime prevention to assist in the goals of being a professional Police Department and a safe community.

ACCOMPLISHMENTS FY 2011

- ◆ The Quarterly Risk Management Program continues to monitor measurements of accountability and statistics for the entire Police Department
- ◆ Property and Evidence audits were carried out to examine and verify accounts and records
- ◆ Ensured that Property and Evidence audits satisfy the continuity of the custody of property and evidence; auditing on an on-going basis enhanced the safekeeping of property and evidence
- ◆ Quarterly examination and verification of accounts and records of all monies, drugs, and firearms were conducted to verify their correctness; quarterly audits for 2011 were conducted with 100% compliance

- ◆ Monthly Claims audit was performed to ensure that collisions, property damage, property losses and police actions which give rise to a claim have been properly reported and documented

OBJECTIVES FY 2012

- ◆ Maintain all allotted officer and civilian positions approved by Town Council by June 30, 2012
- ◆ Complete 60% of total internal investigations within 30 days
- ◆ Complete and route 80% of total internal investigations within 60 days

BUDGET NOTES

There were no personnel salary increases for FY 2012. Fluctuations in personnel and contractual costs are a result of departmental staffing changes and reallocating budgets among line items.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of total investigations completed within 30 days	56%	40%	44%	48%
% of total investigations completed and routed within 60 days (including those completed within 30 days)	74%	72%	66%	75%
Actual number of officers and civilians hired including over-hires	16	17	16	15
% of authorized positions filled	100%	95%	97%	97%



Professional Standards

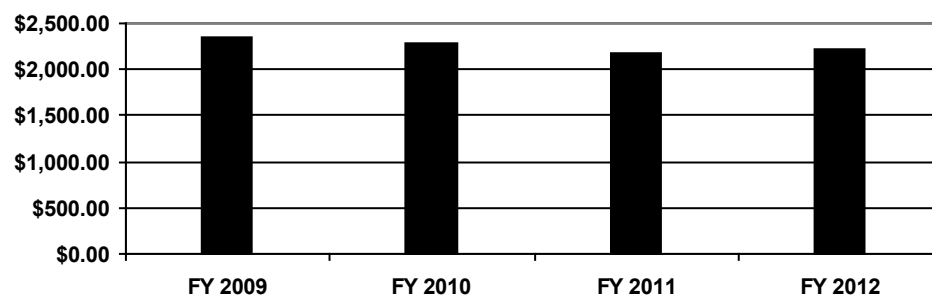
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
OPS - Internal Affairs	4.00	4.00	4.00	4.00	4.00
OPS - Hiring/Accreditation	4.00	4.00	4.00	4.00	4.00
Total Sworn	4.00	4.00	4.00	4.00	4.00
Total Civilian	4.00	4.00	4.00	4.00	4.00
Total Personnel	8.00	8.00	8.00	8.00	8.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
OPS - Internal Affairs	494,252	481,315	486,190	450,440	449,550
OPS - Hiring/Accreditation	311,831	298,350	314,180	296,000	308,930
Total Expenses	\$ 806,083	\$ 779,665	\$ 800,370	\$ 746,440	\$ 758,480

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	727,328	716,491	737,640	689,270	693,610
Supplies & Contractual	78,755	63,174	62,730	57,170	64,870
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 806,083	\$ 779,665	\$ 800,370	\$ 746,440	\$ 758,480

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	806,083	779,665	800,370	746,440	758,480
Net Operating Result	\$ (806,083)	\$ (779,665)	\$ (800,370)	\$ (746,440)	\$ (758,480)

COST PER POLICE FTE





Patrol Services

PURPOSE STATEMENT

The Patrol Services Division provides the first response to both emergency and non-emergency calls for service including; in-progress crimes, traffic collisions, and reports of felony and misdemeanor crimes. Additional services include search and rescue, community policing, proactive intelligence-based patrolling, fielding public safety concerns, and traffic enforcement.

ACCOMPLISHMENTS FY 2011

- ◆ Met graveyard shift patrol officer time allocation standards
- ◆ Met day/swing shift patrol officer time allocation standards
- ◆ Town of Gilbert ranked 2nd Safest City/Town with population greater than 100,000
- ◆ Citizen Survey Results
 - ✓ Received 93% rating in "police services/overall satisfaction" category
 - ✓ Received 98.5% rating in "citizens feeling safe from violent crime victimization" category
- ◆ Developed a more effective patrol staffing schedule based upon workload allowing for improved resource deployment
- ◆ Reshaped patrol beats to balance workload

OBJECTIVES FY 2012

- ◆ Implement new patrol staffing schedule for workload-based resource deployment

- ◆ Maintain patrol beat staffing in addition to one Crime Suppression Officer on each patrol team
- ◆ Maintain graveyard shift patrol officer time allocation standards
- ◆ Maintain day/swing shift patrol officer time allocation standards
- ◆ Maintain School Resource Officer staffing for all Junior High and High Schools
- ◆ Maintain or reduce traffic collision rates based upon collisions per thousand
- ◆ Maintain or reduce alcohol/drug related traffic collision rates based upon alcohol/drug related collisions per thousand population
- ◆ Maintain or increase the total number of DUI related arrests
- ◆ Maintain or increase the total number of officer-initiated traffic contacts
- ◆ Evaluate staffing and schedules for more efficient/effective service delivery

BUDGET NOTES

Based on minimal growth and budget constraints, no additional officers are included in the FY 2012 General Fund budget. There were no personnel salary increases for FY 2012. There was an unusually high staffing vacancy in FY 2011 which resulted in over \$1,200,000 in salary savings. Police Department staff has been actively recruiting for these positions to ensure the service levels remain consistent.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Crimes committed per 1,000 population	23.34	20.44	20.46	21.25
Number of felony arrests	2,650	2,381	2,150	2,250
Number of Misdemeanor Arrests	9,837	9,030	8,495	9,000
Number of DUI Arrests	2,219	2,213	2,035	2,350
Alcohol Related Collisions / Thousand Residents	.56	.62	.60	.59
Traffic Contacts	55,490	55,559	59,000	61,000
Collisions Per Thousand Resident	10.9	10.6	10.9	10.7
Dispatched Calls for Service	65,541	64,607	62,300	63,790
Officer initiated Calls for Service	115,964	128,640	120,000	125,600
Emergency Response Time	4 min 33 sec	4 min 32 sec	4 min 27 sec	4 min 30 sec
Non-Emergency Response Time	21 min 06 sec	22 min 44 sec	17 min 53 sec	21 min 00 sec

Patrol Services

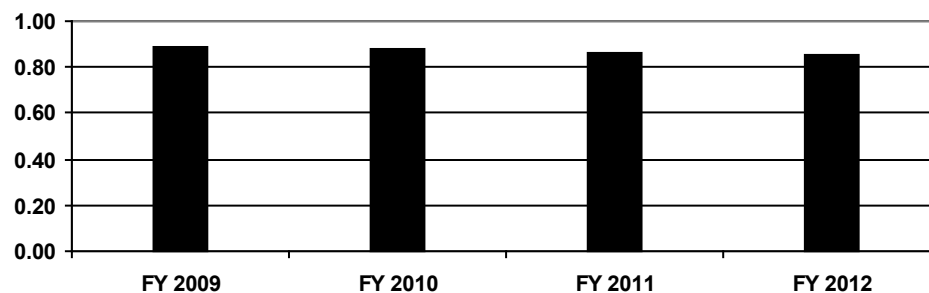
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Uniform Patrol	161.00	161.00	159.00	159.00	159.00
Canine Unit	3.00	3.00	3.00	3.00	3.00
Traffic Unit	17.50	17.50	18.00	18.00	18.00
Special Assignment Unit	7.50	7.50	7.00	7.00	7.00
Court Support	5.00	5.00	5.00	5.00	5.00
School Programs	12.00	12.00	12.00	12.00	12.00
Total Sworn	185.00	185.00	183.00	183.00	183.00
Total Civilian	21.00	21.00	21.00	21.00	21.00
Total Personnel	206.00	206.00	204.00	204.00	204.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Uniform Patrol	16,830,041	16,705,576	16,559,580	15,825,460	16,560,980
Canine Unit	396,618	386,921	405,900	397,280	403,430
Traffic Unit	2,080,887	1,971,136	2,156,740	1,885,100	2,112,470
Special Assignment Unit	922,735	860,179	835,870	736,240	814,780
Court Support	370,336	358,998	373,630	347,220	354,710
School Programs	1,274,370	1,263,708	1,273,560	1,013,410	1,088,950
Total Expenses	\$ 21,874,987	\$ 21,546,518	\$ 21,605,280	\$ 20,204,710	\$ 21,335,320

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	19,424,694	19,272,260	19,338,850	18,051,880	19,062,590
Supplies & Contractual	2,371,729	2,273,107	2,266,430	2,152,830	2,272,730
Capital Outlay	78,564	1,151	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 21,874,987	\$ 21,546,518	\$ 21,605,280	\$ 20,204,710	\$ 21,335,320

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,344,219	2,385,718	2,150,830	2,310,400	2,316,750
Total Expenses	21,874,987	21,546,518	21,605,280	20,204,710	21,335,320
Net Operating Result	\$(19,530,768)	\$(19,160,800)	\$(19,454,450)	\$(17,894,310)	\$(19,018,570)

PATROL SERVICES SWORN PER 1,000 POPULATION





Police Support Services

PURPOSE STATEMENT

The Support Services Division is responsible for providing all necessary logistical and police strategic support for the police department and other Gilbert Departments. Support Services personnel provide support through their roles in the 9-1-1 Communications Center, Central Records, Property and Evidence, Planning and Research, and Counseling Services.

ACCOMPLISHMENTS FY 2011

- ◆ Successfully filled Support Services Manager position
- ◆ GPD Communications Center handled 252,665 calls, including 46,771 9-1-1 calls
- ◆ Reduced average time for emergency calls received to officer dispatched from 34 seconds to 32 seconds
- ◆ Cooperatively conducted field testing and evaluation of a ruggedized laptop mobile computing solution with Technology Services
- ◆ Dispatched all emergency and urgent calls within 90 seconds of receipt of call
- ◆ Purchased workload-based staffing software to assist with patrol staff deployment
- ◆ 4,545,248 public contacts by Crime Prevention Unit
- ◆ Central Records processed 22,168 information requests, 19,752 police incident reports, and 16,525 citations
- ◆ Property and Evidence impounded 24,131 items for secure storage and assigned final disposition of 25,025 items from storage
- ◆ Provided tours for more than 600 citizens and children
- ◆ Completed over 150 child ID kits which include CD of child, digital fingerprints, photographs, videos and audio file of child, as well as a laminated ID card
- ◆ Provided Christmas through "Blue Line of Love" Police Toy drive to more than 60 need Gilbert Families

- ◆ Developed new community relations projects, such as the 5k walk/run to benefit the Special Olympics

OBJECTIVES FY 2012

- ◆ Fill all vacant Communications 9-1-1 operator positions
- ◆ Purchase and install ruggedized mobile computing system in patrol fleet
- ◆ Dispatch all emergency and urgent calls for service within 90 seconds of receipt of call
- ◆ Maintain a 90% or greater success rate in answering 9-1-1 lines within 10 seconds
- ◆ Maintain a 90% or greater success rate in answering non-emergency phone lines within 30 seconds
- ◆ Maintain staffing levels to operate sufficient patrol, emergency, and information channels at all times
- ◆ Continue to streamline intake and disposal processes for efficient management of impounded property and evidence
- ◆ Finalize integration of Voice Print International (VPI) audio recording / data logger system
- ◆ Continue to develop and integrate Corona Systems staffing software
- ◆ Export all archived police reports (2005-present) into the department's current technology records management system
- ◆ Conduct CPTED (Crime Prevention Through Environmental Design) reviews on all applicable building permits, multi-housing developments, and residential projects
- ◆ Implement new ways to involve the community in prevention through the implementation of new distribution methods

BUDGET NOTES

Due to budget constraints, no merit or market adjustments were given in FY 2012. Staff is leading the efforts to equip the patrol fleet with ruggedized mobile computing systems. More detail regarding this project can be found in the Capital Improvements section of this document.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Time between emergency call received to dispatching an officer	34 seconds	34 seconds	32 seconds	32 seconds
% 9-1-1 calls answered within 10 seconds	89.0%	82.7%	88.9%	90.0%
% Non-Emergency calls answered within 30 seconds	99.6%	99.5%	99.8%	99.0%



Police Support Services

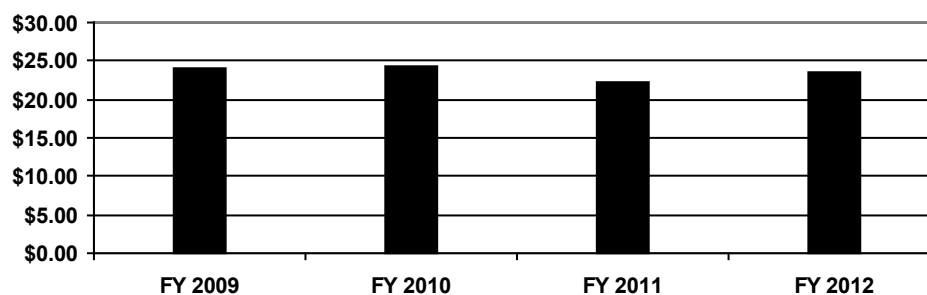
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	0.00	0.00	2.00	2.00	2.00
Records	16.00	16.00	16.00	16.00	16.00
Communication	38.00	38.00	38.00	38.00	38.00
Property	7.00	7.00	7.00	7.00	7.00
Alarm Management	1.00	1.00	1.00	1.00	1.00
Training Coordination	4.00	4.00	3.00	3.00	3.00
Planning and Research	2.00	2.00	2.00	2.00	2.00
Crime Prevention	4.00	4.00	4.00	4.00	4.00
Total Sworn	1.00	1.00	0.00	0.00	0.00
Total Civilian	71.00	71.00	73.00	73.00	73.00
Total Personnel	72.00	72.00	73.00	73.00	73.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	-	-	159,620	128,020	164,470
Records	920,156	923,138	955,070	888,520	920,640
Communication	2,671,595	2,878,559	2,760,730	2,578,590	2,738,100
Property	543,403	543,000	551,580	541,120	550,760
Alarm Management	70,965	71,725	68,700	74,030	76,150
Training Coordination	319,954	241,868	193,440	136,870	161,190
Planning and Research	157,886	157,680	158,970	151,910	158,350
Crime Prevention	326,131	248,719	301,510	232,680	301,550
Total Expenses	\$ 5,010,090	\$ 5,064,689	\$ 5,149,620	\$ 4,731,740	\$ 5,071,210

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	4,185,220	4,228,126	4,604,200	4,180,240	4,551,650
Supplies & Contractual	824,870	699,549	545,420	551,500	519,560
Capital Outlay	-	137,014	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 5,010,090	\$ 5,064,689	\$ 5,149,620	\$ 4,731,740	\$ 5,071,210

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	211,488	215,584	170,000	178,000	173,000
Total Expenses	5,010,090	5,064,689	5,149,620	4,731,740	5,071,210
Net Operating Result	\$ (4,798,602)	\$ (4,849,105)	\$ (4,979,620)	\$ (4,553,740)	\$ (4,898,210)

COST PER CAPITA





Counseling Services

PURPOSE STATEMENT

Provide a comprehensive counseling program to Gilbert residents referred by the Gilbert Police Department, Gilbert Municipal Court, or Gilbert Fire Department in order to improve quality of life, assist victims of crime, and reduce offender recidivism. Services provided include crisis intervention, victim assistance, domestic violence counseling, substance abuse assessment and referral, and youth and adult diversion programming.

ACCOMPLISHMENTS FY 2011

- ◆ Over 4,600 clients were provided with services
- ◆ 81 crisis calls were handled by staff
- ◆ Over 1,400 victims were offered services
- ◆ Provided 18 community youth diversion classes, 12 adolescent life fundamentals classes, and 11 adolescent drug and alcohol classes

OBJECTIVES FY 2012

- ◆ Provide a minimum of 22,000 units of individual, family, and group counseling (a unit is ½ hour of counseling)
- ◆ Provide an adolescent life fundamentals program
- ◆ Provide services to at least 4,800 citizens
- ◆ Offer services to a minimum of 1,400 victims
- ◆ Respond to all crisis calls within 30 minutes of request by Police and Fire
- ◆ Maintain a recidivism rate of less than 5% on domestic violence offenses
- ◆ Maintain a recidivism rate of less than 10% on juvenile status offenses (alcohol, tobacco, and curfew) for juvenile offenders who complete the Gilbert diversion program
- ◆ Maintain or reduce the number of juvenile criminal offenses per thousand residents
- ◆ Conduct all court ordered counseling services within 30 days of court appearance/order

BUDGET NOTES

There were no personnel salary increases for FY 2012. Staffing levels have not changed since FY 2007.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Counseling Units of Service – Individual and Group	23,858	24,799	20,726	22,000
Cost per counseling unit	\$32.26	\$30.43	\$33.62	\$34.40
Victims Offered Services	1,492	1,460	1,406	1,400
Number of crisis calls handled	95	89	81	90
Average callout response time	26.0 minutes	26.5 minutes	21.0 minutes	25.0 minutes
% of youth violence referrals completing the program successfully	95%	95%	95%	95%
Total Clients Served	5,194	4,826	4,687	4,800



Counseling Services

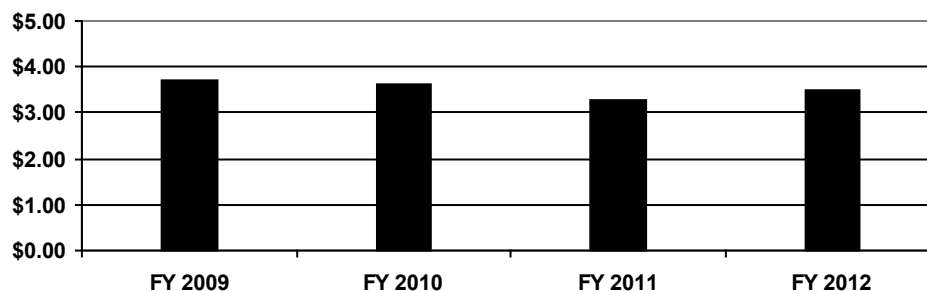
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Counseling Services	9.50	9.50	9.50	9.50	9.50
Total Personnel	9.50	9.50	9.50	9.50	9.50

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Counseling Services	769,586	754,513	741,090	696,720	756,710
Total Expenses	\$ 769,586	\$ 754,513	\$ 741,090	\$ 696,720	\$ 756,710

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	716,775	707,344	700,160	649,190	708,530
Supplies & Contractual	52,811	47,169	40,930	47,530	48,180
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 769,586	\$ 754,513	\$ 741,090	\$ 696,720	\$ 756,710

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	311,839	352,829	317,000	375,000	378,750
Total Expenses	769,586	754,513	741,090	696,720	756,710
Net Operating Result	\$ (457,747)	\$ (401,684)	\$ (424,090)	\$ (321,720)	\$ (377,960)

COST PER CAPITA





Investigations

PURPOSE STATEMENT

The Gilbert Police Department Investigations Division is dedicated to apprehending and prosecuting offenders as well as resolving investigations in a timely and thorough manner. Comprised of the Violent Crimes Unit, Child / Sex Crimes Unit, Property Crimes Unit, and Intelligence Unit, the Criminal Investigations Division investigates complex felony crimes including: homicide, sexual assault, child abuse/endangerment, robbery, burglary, theft, drug trafficking, and racketeering.

ACCOMPLISHMENTS FY 2011

- ◆ Solved numerous armed robberies, aggravated assaults, sexual assaults, and homicide cases
- ◆ Worked jointly with other agencies and specialty units to apprehend violent offenders involved in shootings, stabbings and kidnapping cases
- ◆ Staffed an Intelligence Detective at the multi-agency East Valley Gang and Criminal Information Fusion Center
- ◆ Proactively worked to investigate internet based crimes against children via the Internet Crimes Against Children program
- ◆ Provided information and data to other units with the Police Department via Compstat to enhance proactive enforcement and crime prevention
- ◆ Exceeded the national average composite clearance rate of 42.5% for index violent crimes within the same population range; the Gilbert PD average was 53.0%

- ◆ Exceeded the national average composite clearance rate of 16.8% for index property crimes for cities within the same population range; the Gilbert PD average was 21.2%

OBJECTIVES FY 2012

- ◆ Maintain or exceed a clearance rate which is higher than the national average for crimes of violence
- ◆ Maintain or exceed a clearance rate which is higher than the national average for property crimes
- ◆ Maintain or exceed a clearance rates on crimes of violence compared to previous year
- ◆ Maintain or exceed clearance rates on property offenses compared to previous year
- ◆ Verify address information on all registered sex offenders registered in Gilbert within time limits established by policy and law based on classification

BUDGET NOTES

There were no personnel salary increases for FY 2012. Fluctuations in personnel and contractual costs are a result of departmental staffing changes and reallocating budgets among line items.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Clearance rate – Violent Crimes	68.0%	59.0%	53.0%	56.0%
Clearance rate – Property Crimes	21.0%	23.6%	21.2%	22.0%
Total number of cases	1,193	924	1,000	1,080
Total number of arrests/complaints	270	376	375	405
Total number of cases inactivated	368	341	355	385
Percentage of cases inactivated	31.0%	36.5%	35.5%	36.0%
Total number of search warrants	145	149	155	159
Total Special Investigations Team cases	149	140	150	154



Investigations

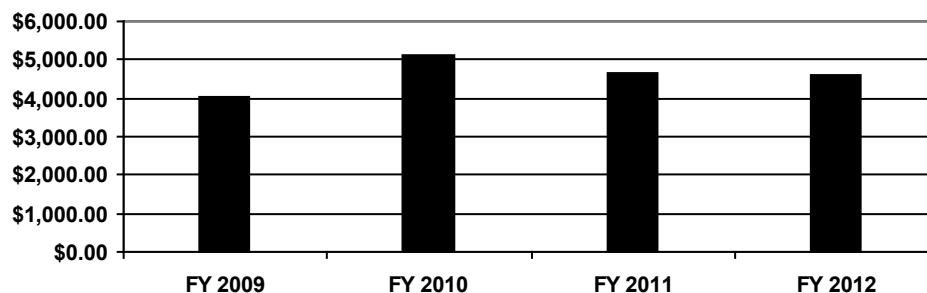
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Investigations	2.00	2.00	3.00	3.00	3.00
Special Investigations	8.00	8.00	6.00	6.00	6.00
Persons Crimes - CSCU	17.00	17.00	10.00	10.00	10.00
Property Crimes	14.00	14.00	10.00	10.00	10.00
Intel and Analysis Unit	0.00	0.00	6.00	6.00	6.00
Persons Crimes - VCU	0.00	0.00	8.00	8.00	8.00
Total Sworn	34.00	34.00	36.00	36.00	36.00
Total Civilian	7.00	7.00	7.00	7.00	7.00
Total Personnel	41.00	41.00	43.00	43.00	43.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Investigations	293,299	291,830	423,730	432,740	456,460
Special Investigations	902,686	881,630	684,510	602,380	652,670
Persons Crimes - CSCU	2,089,005	2,070,071	1,146,300	1,040,810	1,041,610
Property Crimes	1,508,865	1,500,350	1,202,940	1,089,540	1,151,770
Intel and Analysis Unit	-	-	585,730	621,680	642,450
Persons Crimes - VCU	-	-	831,660	881,180	1,002,790
Total Expenses	\$ 4,793,855	\$ 4,743,881	\$ 4,874,870	\$ 4,668,330	\$ 4,947,750

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	4,340,522	4,299,710	4,494,070	4,329,820	4,569,280
Supplies & Contractual	453,333	444,171	380,800	338,510	378,470
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 4,793,855	\$ 4,743,881	\$ 4,874,870	\$ 4,668,330	\$ 4,947,750

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	118	-	-	-	-
Total Expenses	4,793,855	4,743,881	4,874,870	4,668,330	4,947,750
Net Operating Result	\$ (4,793,737)	\$ (4,743,881)	\$ (4,874,870)	\$ (4,668,330)	\$ (4,947,750)

COST PER CASE





Tactical Operations Unit

PURPOSE STATEMENT

To provide tactical support to other Police Department units and assist with executing high-risk search warrants, barricaded suspects, hostage situations or any incident in which there is danger to the public.

ACCOMPLISHMENTS FY 2011

- ◆ Using federal funds through an Urban Area Security Initiative grant, a vehicle was purchased to serve as a personnel carrier (non-armored) for Special Weapons Tactics (SWAT) operators. It has been used extensively in lieu of driving multiple other department vehicles. The purchase of this vehicle is accounted for in the Special Revenue section of this document
- ◆ Successfully resolved all tactical operations without injury or loss of life to officers or innocent persons, and without injury or loss of life to suspects caused by SWAT operators

OBJECTIVES FY 2012

- ◆ Provide one Unit Training Day per month for Entry Team, Precision Rifle Operators, Tactical Negotiations Team (TNT), and Tactical Equipment Officer's (TEO)
- ◆ Provide one 4-hour block of firearms training/month for Entry and Precision Rifle Operators
- ◆ Provide one additional 4-hour block of firearms – sniper training to Precision Rifle Operators and Entry Breachers
- ◆ Provide Basic SWAT School to new unit members
- ◆ Improve SWAT training through the use of simulation weapons
- ◆ Create a more robust robot program

BUDGET NOTES

The Personnel costs associated with Tactical Operations are strictly Callout Pay. No police officers are assigned strictly to this cost center. Budget appropriations decreased slightly based on departmental reallocation of line item budgets.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of special operations members trained in knowledge, skills and abilities	100%	100%	100%	100%
Number of special operations members completing the course of instruction	27	31	32	32
Number of tactical operations	15	17	20	22
Training Hours	212	260	260	260



Tactical Operations Unit

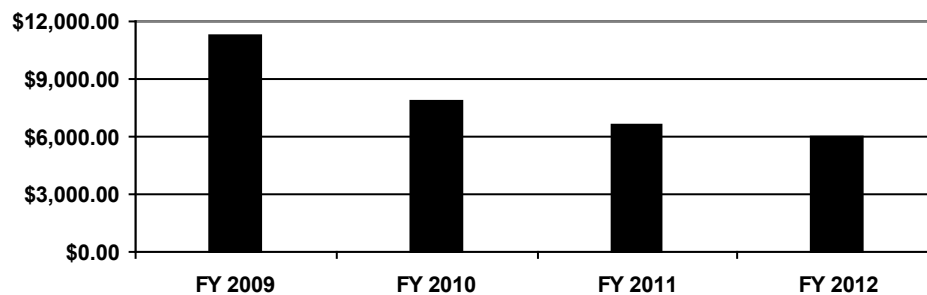
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Emergency Response Unit	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Emergency Response Unit	169,407	133,071	144,070	131,390	131,210
Total Expenses	\$ 169,407	\$ 133,071	\$ 144,070	\$ 131,390	\$ 131,210

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	51,150	28,097	54,910	40,380	38,480
Supplies & Contractual	118,257	104,974	89,160	91,010	92,730
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 169,407	\$ 133,071	\$ 144,070	\$ 131,390	\$ 131,210

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	-	-	-
Total Expenses	169,407	133,071	144,070	131,390	131,210
Net Operating Result	\$ (169,407)	\$ (133,071)	\$ (144,070)	\$ (131,390)	\$ (131,210)

COST PER TACTICAL OPERATION





Contracted Services

PURPOSE STATEMENT

Gilbert has two separate intergovernmental agreements with Maricopa County for Animal Control and Incarceration. Animal Control promotes and protects health, safety and welfare of pets and people. Incarceration is provided as a punishment for crimes committed and a deterrent to future crime.

ACCOMPLISHMENTS FY 2011

- ◆ Maintained positive working relationships with Maricopa County to assure best services for Gilbert residents

OBJECTIVES FY 2012

- ◆ Obtain IGA with Maricopa County for incarceration services

BUDGET NOTES

Incarceration booking fees and housing rates remained at the FY 2011 levels. In FY 2011, the Municipal Court implemented an in-home detention program. At the time of budget adoption, the impact this program would have on the FY 2012 budget for both expenditures and revenues was undetermined. Staff will continue to monitor the program to be able to determine the cost benefit of this program. Gilbert is continuing to pursue an IGA with Maricopa County for incarceration services.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Calls for Animal Control service	1,668	1,712	1,833	2,000
Cost per Call – Animal Control	\$76.22	\$77.76	\$76.26	\$69.89
Daily Inmate Housing Rates	\$73.46	\$71.66	\$73.54	\$73.54
Cost Per Capita – Animal Control	\$0.61	\$0.64	\$0.67	\$0.67
Cost Per Capita - Incarceration	\$9.82	\$11.17	\$11.55	\$11.55



Contracted Services

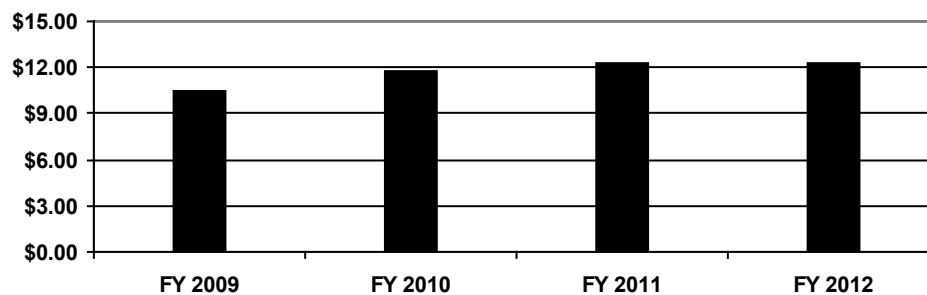
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Animal Control	0.00	0.00	0.00	0.00	0.00
Incarceration	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Animal Control	127,133	133,117	139,780	139,780	139,780
Incarceration	2,040,129	2,320,547	2,400,000	2,400,000	2,400,000
Total Expenses	\$ 2,167,262	\$ 2,453,664	\$ 2,539,780	\$ 2,539,780	\$ 2,539,780

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	2,167,262	2,453,664	2,539,780	2,539,780	2,539,780
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,167,262	\$ 2,453,664	\$ 2,539,780	\$ 2,539,780	\$ 2,539,780

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,015,652	1,226,124	1,319,220	1,200,000	1,300,000
Total Expenses	2,167,262	2,453,664	2,539,780	2,539,780	2,539,780
Net Operating Result	\$ (1,151,610)	\$ (1,227,540)	\$ (1,220,560)	\$ (1,339,780)	\$ (1,239,780)

COST PER CAPITA - CONTRACTED SERVICES



Fire Department

Fire Department Summary

Fire Operations

Fire Prevention

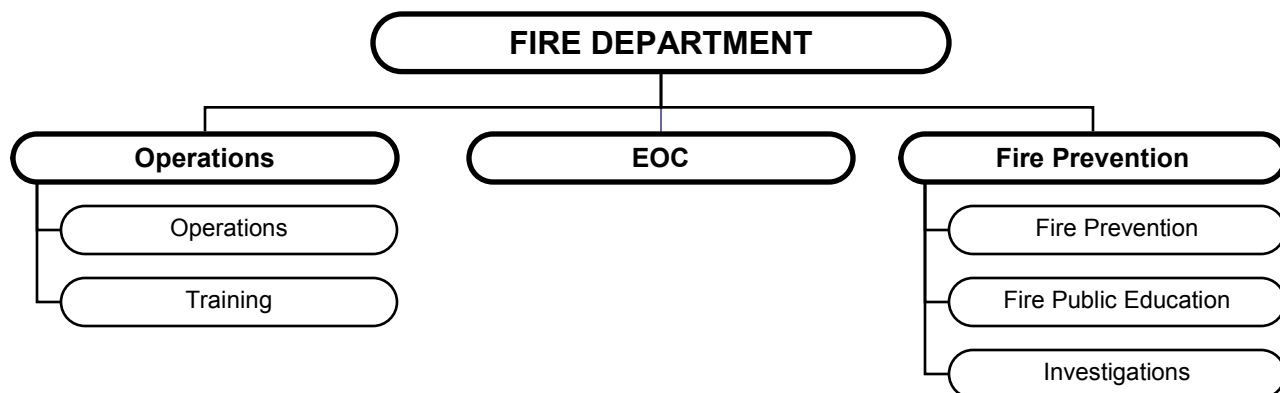
DEPARTMENT DESCRIPTION

The Gilbert Fire Department provides unconditional protection against natural and man-made crises through community education, fire code compliance, emergency management, fire suppression, rescue and emergency medical services.

GOALS FY 2012

- ◆ Contribute to keeping Gilbert a safe and prepared community through effective and efficient emergency response, educating the community with key behaviors for life and property safety, and facilitating the training and credentialing of volunteers to directly provide disaster and daily operations support
- ◆ Continue the development of assets and response capability for catastrophic emergency management
- ◆ Maintain skill and competency of all Fire Department personnel
- ◆ Improve employee efficiency through the development and utilization of technology
- ◆ Support a balanced financial plan by optimizing the use of department resources

ORGANIZATIONAL CHART





Fire Department

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	6.50	6.00	6.00	6.00	6.00
Operations	184.00	182.00	182.00	182.00	182.00
Prevention	6.50	6.50	6.50	6.50	6.50
Emergency Operations	2.50	2.50	2.50	2.50	2.50
Total Personnel	199.50	197.00	197.00	197.00	197.00

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	658,690	588,874	702,440	609,780	693,590
Operations	18,964,227	18,530,644	19,338,510	18,383,960	19,294,370
Prevention	628,197	604,490	640,680	605,630	632,860
Emergency Operations	270,064	264,202	245,020	282,780	270,670
Total Expenses	\$ 20,521,178	\$ 19,988,210	\$ 20,926,650	\$ 19,882,150	\$ 20,891,490

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	18,012,481	17,589,063	18,530,040	17,509,700	18,444,880
Supplies & Contractual	2,508,697	2,350,586	2,396,610	2,372,450	2,446,610
Capital Outlay	-	48,561	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 20,521,178	\$ 19,988,210	\$ 20,926,650	\$ 19,882,150	\$ 20,891,490

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,937,432	1,241,853	1,350,000	1,196,000	1,185,000
Total Expenses	20,521,178	19,988,210	20,926,650	19,882,150	20,891,490
Net Operating Result	\$(18,583,746)	\$(18,746,357)	\$(19,576,650)	\$(18,686,150)	\$(19,706,490)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total incidents per 1,000 population served	*	63.4	67.8	69.3
% of time first due fire unit arrives within 4 minutes (travel time)	*	61%	66%	65%
Response time average from dispatch to on scene	*	4 minutes 42 seconds	4 minutes 35 seconds	4 minutes 35 seconds

**New measure; no data available*



Fire Operations

PURPOSE STATEMENT

The Fire Operations Division is dedicated to protecting the lives and property of our citizens and those who visit Gilbert. We will strive to provide emergency services that meet or exceed national and local standards while maximizing the use of available resources.

ACCOMPLISHMENTS FY 2011

- ◆ Maintained a sub four minute response travel time average to emergencies
- ◆ Agreed to a long term ambulance transportation contract with Southwest Ambulance
- ◆ Piloted a peak-time schedule fire company to analyze effect on overtime budget
- ◆ Opened a training skills center to improve training opportunities and increase availability of in-service fire companies
- ◆ Implemented an electronic vehicle inspection program to ensure required and accurate recordkeeping
- ◆ Transitioned to a compressed workweek schedule in order to offer expanded daily service to customers/citizens and reduce operating expenditures
- ◆ Completed improvements in Emergency Operations Center
- ◆ Completed revisions of the Emergency Support Functions section of the Emergency Operations Plan
- ◆ Expanded utilization of volunteers in support roles in the Administration and Operations divisions

OBJECTIVES FY 2012

- ◆ Maintain average response travel time of ≤ 4 minutes for first arriving fire company to emergency incidents in Gilbert
- ◆ Maintain minimum requirement of 60 hours of training per quarter per employee
- ◆ Conduct Emergency Operations Center drill incorporating operational level activities
- ◆ Implement electronic reporting system for collection/storage of patient documentation
- ◆ Continue to look for opportunities to implement processes that maintain service levels while facing budget challenges
- ◆ Increase the availability of online forms and services for citizens and employees
- ◆ Pursue Homeland Security grant funding for sustainment of fire and police chemical, biological, radiological, nuclear and explosive device response; terrorism liaison program; and citizen corps training
- ◆ Complete fire station and apparatus communications and dispatch system upgrades
- ◆ Complete construction of Fire Station #10

BUDGET NOTES

There were no personnel salary increases for FY 2012. Budget includes Council Strategic Investment in technology for the station alerting system.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Average response time from apparatus en route to on scene (travel time)	*	3 minutes 43 seconds	3 minutes 37 seconds	3 minutes 40 seconds
Average time from dispatch to fire unit en route (turnout time)	*	58 seconds	58 seconds	55 seconds
% of time second due fire unit arrives within 6 minutes (travel time)	*	80%	86%	85%
Training hours per operations employee	*	242	254	250
Structure fires per 1,000 population	*	.8	.7	.8
Value, in dollars, of volunteer support	*	*	*	*
<i>*New measure; no data available</i>				



Fire Operations

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Training	6.00	6.00	6.00	6.00	6.00
Operations	178.00	176.00	176.00	176.00	176.00
Total Personnel	184.00	182.00	182.00	182.00	182.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Training	632,080	646,604	728,490	720,110	830,990
Operations	18,332,147	17,884,040	18,610,020	17,663,850	18,463,380
Total Expenses	\$ 18,964,227	\$ 18,530,644	\$ 19,338,510	\$ 18,383,960	\$ 19,294,370

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	16,652,187	16,287,420	17,125,210	16,190,030	17,041,540
Supplies & Contractual	2,312,040	2,194,663	2,213,300	2,193,930	2,252,830
Capital Outlay	-	48,561	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 18,964,227	\$ 18,530,644	\$ 19,338,510	\$ 18,383,960	\$ 19,294,370

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,926,251	1,230,263	1,140,000	1,165,000	1,081,000
Total Expenses	18,964,227	18,530,644	19,338,510	18,383,960	19,294,370
Net Operating Result	\$(17,037,976)	\$(17,300,381)	\$(18,198,510)	\$(17,218,960)	\$(18,213,370)

COST PER SINGLE FAMILY RESIDENCE





Fire Prevention

PURPOSE STATEMENT

To make our community a safe place to live and work by embracing fire prevention principals through fire plan review, community service education, fire code compliance, and fire investigation. This is accomplished through partnering with various elements of our community including local business and development, schools, and residents.

ACCOMPLISHMENTS FY 2011

- ◆ Public Education utilized an all hazards approach to educate the community, making direct contact with over 15,000 citizens for the fiscal year
- ◆ Expanded the use of Firehouse records management system to capture more commercial occupancy data
- ◆ Transitioned the Terrorism Liaison Program into Fire Prevention
- ◆ Addressed local issues related to the legalization of fireworks in Arizona
- ◆ Utilized an alternative workweek schedule to improve efficiency and service to local businesses

OBJECTIVES FY 2012

- ◆ Update the Firehouse records management system to identify commercial occupancies by risk level
- ◆ Implement fire crew inspections into the annual commercial occupancy inspection program
- ◆ Continue to provide an all hazards approach to community public education
- ◆ Increase availability of online forms and services to citizens
- ◆ Continue to provide child car seat inspections and installations to Gilbert citizens

BUDGET NOTES

There were no personnel salary increases for FY 2012. Operational and personnel expenses remained consistent from previous year. Departmental operations will be reviewed annually for cost and service efficiencies and needs.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of total commercial occupancies inspected	*	*	30%	75%
Arson fires per 1,000 population	*	.02	.05	.07
Public education contacts per 1,000 population	*	*	71	70
<i>*New measure; no data available</i>				



Fire Prevention

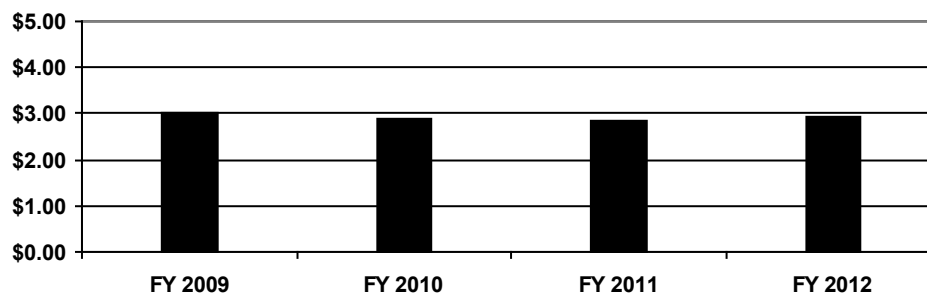
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Fire Prevention	5.50	5.50	5.50	5.50	5.50
Fire Public Education	1.00	1.00	1.00	1.00	1.00
Investigations	0.00	0.00	0.00	0.00	0.00
Total Personnel	6.50	6.50	6.50	6.50	6.50

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Fire Prevention	526,610	506,437	517,080	485,370	508,610
Fire Public Education	96,325	90,221	107,910	101,070	108,540
Investigations	5,262	7,832	15,690	19,190	15,710
Total Expenses	\$ 628,197	\$ 604,490	\$ 640,680	\$ 605,630	\$ 632,860

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	542,414	553,067	562,090	540,690	553,350
Supplies & Contractual	85,783	51,423	78,590	64,940	79,510
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 628,197	\$ 604,490	\$ 640,680	\$ 605,630	\$ 632,860

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	105	2,702	200,000	21,000	94,000
Total Expenses	628,197	604,490	640,680	605,630	632,860
Net Operating Result	\$ (628,092)	\$ (601,788)	\$ (440,680)	\$ (584,630)	\$ (538,860)

ANNUAL FIRE PREVENTION COST PER CAPITA



Community Services

Community Services Summary
Parks and Open Space
Aquatics
Recreation Centers
Recreation Programs

DEPARTMENT DESCRIPTION

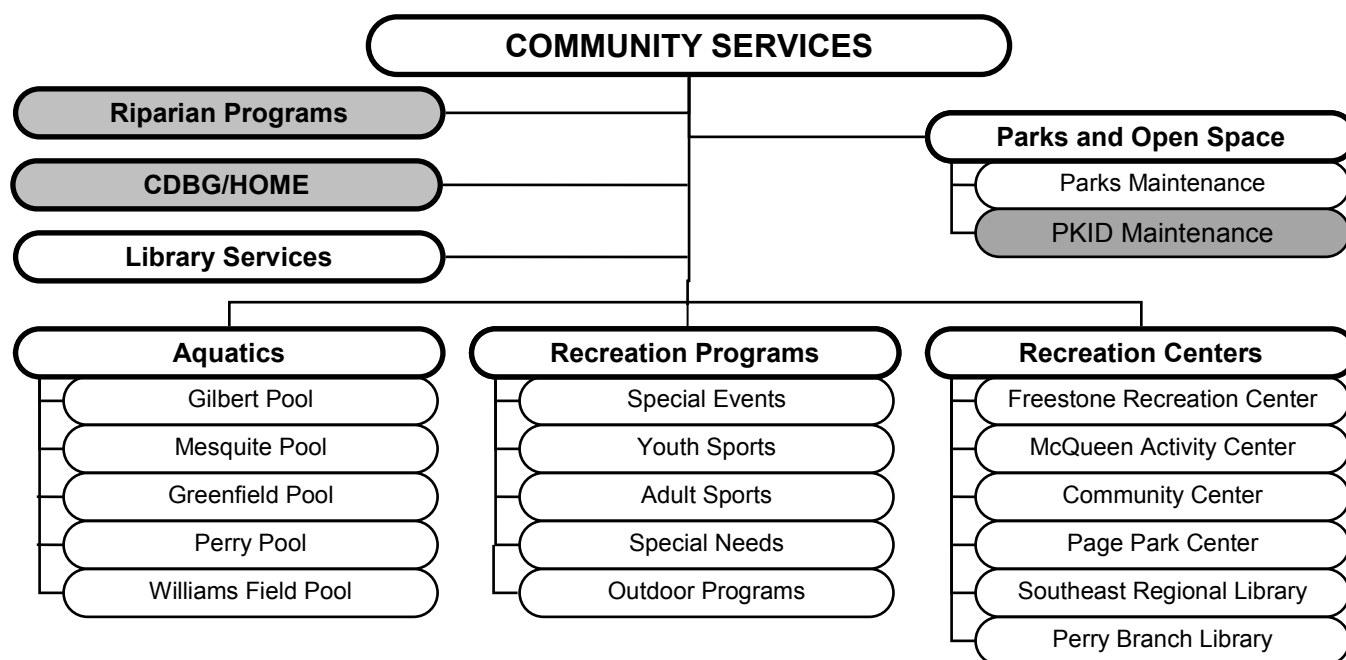
The Community Services Department provides opportunities for the community to develop skills, learn, exercise, grow, compete, and to accomplish and enjoy a wide-range of leisure pursuits. The Department activities include park and recreation services, programs, activities, and facilities for the community. Department programs include Aquatics, Adult Sports, Special Events, Outdoor Programs, Concerts in the Parks, Youth Sports, and Special Needs Programming. Contracted concession services are offered at various park and facility sites, including Freestone Railroad and Rip City Batting Cages at Freestone Park.

Major facilities and park area resources maintained and managed by the department include: the Freestone Recreation Center, McQueen Park Activity Center, Gilbert Community Center, Page Park Center, meeting rooms at the Southeast Regional Library, Freestone Park, Crossroads Park, McQueen Park, Nichols Park, Discovery Park, Cosmo Park, Zanjero Park, Riparian Preserve, Gilbert Soccer Complex, 11 Neighborhood Parks, and five swimming pools. Additional recreation and municipal areas maintained by the department include 11 Parkway Improvement Districts, the Trail System, Civic Center Complex and the South Area Service Center grounds. The department also oversees social service contracts, administers the Community Development Block Grant program, and oversees library contracts.

GOALS FY 2012

- ◆ Increase volunteerism and citizen involvement in the upkeep of facilities
- ◆ Identify opportunities to leverage technology to increase departmental efficiency and optimize resources
- ◆ Complete a 10-Year Parks and Recreation Master Plan
- ◆ Identify funding sources for infrastructure upgrades and repairs
- ◆ Continue to nurture existing partnerships and foster new ones to maximize resources within the community
- ◆ Provide superior leadership and direction for all programs and activities within the Community Services Department

ORGANIZATIONAL CHART





Community Services

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	8.55	9.55	7.55	7.55	7.55
Parks and Open Space	36.96	29.36	29.36	29.36	29.36
Aquatics	26.79	23.44	20.38	20.38	20.38
Recreation Centers	36.40	35.27	35.27	35.27	35.65
Recreation Programs	8.31	6.57	6.57	6.57	6.50
Other Events	0.00	0.00	0.00	0.00	0.00
Total Personnel	117.01	104.19	99.13	99.13	99.44

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	785,267	664,026	663,750	632,330	665,260
Parks and Open Space	3,890,403	3,512,883	3,636,740	3,678,830	3,607,930
Aquatics	936,025	748,077	860,980	1,014,650	845,750
Recreation Centers	4,570,569	4,720,049	5,135,880	5,153,810	5,199,710
Recreation Programs	820,838	711,567	747,920	737,060	775,320
Other Events	-	-	31,060	26,360	28,490
Total Expenses	\$ 11,003,102	\$ 10,356,602	\$ 11,076,330	\$ 11,243,040	\$ 11,122,460

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	4,880,771	4,373,558	4,582,520	4,517,110	4,557,500
Supplies & Contractual	6,122,331	5,983,044	6,493,810	6,725,930	6,564,960
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 11,003,102	\$ 10,356,602	\$ 11,076,330	\$ 11,243,040	\$ 11,122,460

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,830,582	2,751,371	3,415,530	3,215,130	3,284,680
Total Expenses	11,003,102	10,356,602	11,076,330	11,243,040	11,122,460
Net Operating Result	\$ (8,172,520)	\$ (7,605,231)	\$ (7,660,800)	\$ (8,027,910)	\$ (7,837,780)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of citizens utilizing parks and recreation facilities on a weekly basis	*	31%	31%	31%
Percentage of citizens "generally or very satisfied" with Recreation	*	86.5%	86.2%	87.0%
Percentage of citizens "generally or very satisfied" with Libraries	*	80.2%	82.7%	83.0%
Total annual facility reservation requests	*	12,626	13,599	14,000
* New measure; data not available				



Parks and Open Space

PURPOSE STATEMENT

Provide safe, well-maintained, and desirable park, open space, and municipal area resources for the residents of Gilbert and visiting patrons.

ACCOMPLISHMENTS FY 2011

- ◆ Installed and implemented various measures to reduce the risk of copper wire thefts in parks
- ◆ Maintained sports fields for approximately 12,000 participants playing in Gilbert Sports Coalition organization
- ◆ Completed upgrades to the McQueen Park lake
- ◆ Renovated the beach area at Cosmo Dog Park
- ◆ Upgraded the lake and waterfall pumping system at Freestone Park
- ◆ Utilized the services of large volunteer groups and entered into agreements with community organizations to assist with park and trail upkeep

OBJECTIVES FY 2012

- ◆ Explore the use of organic measures to enhance turf and plant growth and improve horticultural health
- ◆ Create an "Adopt-A-Park" Program
- ◆ Increase the utilization of volunteers to assist in park upkeep
- ◆ Complete a Parks Maintenance Management System
- ◆ Increase soil testing of sports fields to better determine amendments and supplements needed for optimum growth and turf health
- ◆ Add computer-based control systems for sports field lights
- ◆ Revise park maintenance landscape contracts to enhance resource efficiency

BUDGET NOTES

There were no personnel salary increases for FY 2012. Council approved \$18,000 in one time expenditures for laptops for the Park Rangers. This will allow the Park Rangers to file reports from the field as incidents occur in addition to having the ability to issue traffic citations. Staffing levels remain at the same level as FY2011.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Cost per acre to maintain trails, parks, open space, and support facilities	\$5,755	\$5,091	\$5,332	\$5,229
Percentage of citizens generally or very satisfied with Parks	*	93.8%	95.7%	96.0%
Percentage of citizens utilizing Freestone Park facilities	*	60%	60%	60%
* New measure; data not available				



Parks and Open Space

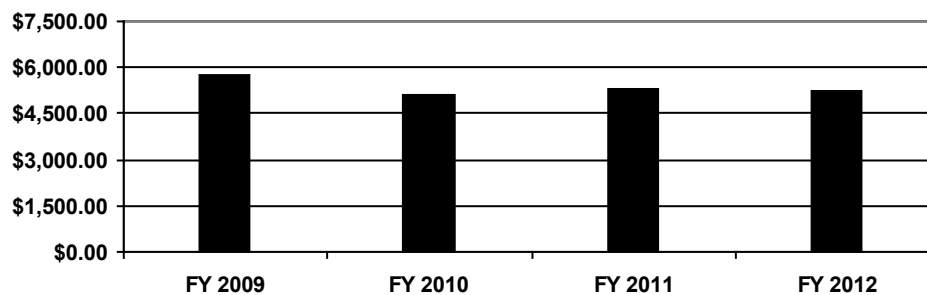
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Parks and Open Space	33.96	29.36	29.36	29.36	29.36
PKID Maintenance	3.00	0.00	0.00	0.00	0.00
Total Personnel	36.96	29.36	29.36	29.36	29.36

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Parks and Open Space	3,722,374	3,512,883	3,636,740	3,678,830	3,607,930
PKID Maintenance	168,029	-	-	-	-
Total Expenses	\$ 3,890,403	\$ 3,512,883	\$ 3,636,740	\$ 3,678,830	\$ 3,607,930

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,840,849	1,585,459	1,607,380	1,554,610	1,558,920
Supplies & Contractual	2,049,554	1,927,424	2,029,360	2,124,220	2,049,010
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 3,890,403	\$ 3,512,883	\$ 3,636,740	\$ 3,678,830	\$ 3,607,930

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	206,114	170,866	502,500	302,100	316,950
Total Expenses	3,890,403	3,512,883	3,636,740	3,678,830	3,607,930
Net Operating Result	\$ (3,684,289)	\$ (3,342,017)	\$ (3,134,240)	\$ (3,376,730)	\$ (3,290,980)

ANNUAL COST PER ACRE MAINTAINED



PURPOSE STATEMENT

To promote water safety in the community through instructional programs, and to provide a full-range of aquatics-based recreational activities for participants of all ages. Programs and activities include swim lessons, swim teams, diving team, and public swimming opportunities.

ACCOMPLISHMENTS FY 2011

- ◆ Added Saturday swimming lessons
- ◆ Obtained a business sponsorship for the swim and dive team program
- ◆ Completed repairs to Mesquite Aquatic Center water slide
- ◆ Continued successful partnerships with three school districts in operating the pools
- ◆ Utilized contracted services to assist with pool maintenance and the upkeep of pool chemical systems
- ◆ Created an online summer aquatics guide

OBJECTIVES FY 2012

- ◆ Increase attendance at public swimming sessions by 25%
- ◆ Complete renovation work at Mesquite Aquatic Center for pool plaster, decking, fencing, painting, and shower room upgrades
- ◆ Increase business sponsorships for aquatics programs
- ◆ Increase the use of web-based programming information
- ◆ Assist in educating citizens about water safety
- ◆ Eliminate child drownings by teaching swimming skills
- ◆ Enhance the Saturday swimming lesson program

BUDGET NOTES

There were no personnel salary increases for FY 2011. Staffing levels remain at the same level as FY 2011. As part of the Strategic Investments, Council approved pool repairs to all five pools. These repairs, totaling \$205,000, are budgeted in the Capital Improvement Plan with funding provided by GO Bonds and an IGA with Higley Unified School District and Gilbert Public Schools. Repairs include drain cover modifications or replacements, sump work, concrete decking repair, pool plaster replacement, shower room repairs, and slide tower repairs.

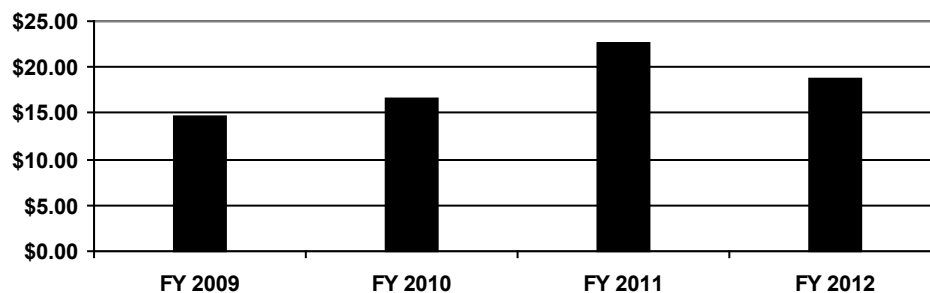
PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Cost recovery for aquatics (direct costs)	42%	54%	50%	60%
Number of swim lesson participants	8,106	7,453	7,800	7,800
Number of swim and dive team participants	1,561	1,532	1,550	1,550
Annual total participation for aquatics	64,346	45,065	45,000	45,000

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Gilbert Pool	2.20	0.05	0.05	0.05	0.05
Mesquite Pool	7.10	7.05	5.95	5.95	5.95
Greenfield Pool	5.61	5.56	4.92	4.92	4.92
Perry Pool	5.76	5.21	4.60	4.60	4.60
Williams Field Pool	6.12	5.57	4.86	4.86	4.86
Total Personnel	26.79	23.44	20.38	20.38	20.38

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Gilbert Pool	68,169	23,098	28,970	17,020	18,570
Mesquite Pool	294,063	220,455	238,210	420,120	234,860
Greenfield Pool	205,083	188,038	206,810	216,560	206,310
Perry Pool	190,109	152,189	190,720	178,900	191,240
Williams Field Pool	178,601	164,297	196,270	182,050	194,770
Total Expenses	\$ 936,025	\$ 748,077	\$ 860,980	\$ 1,014,650	\$ 845,750

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	674,377	555,507	654,070	662,660	651,970
Supplies & Contractual	261,648	192,570	206,910	351,990	193,780
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 936,025	\$ 748,077	\$ 860,980	\$ 1,014,650	\$ 845,750

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	392,764	405,898	508,660	508,660	508,660
Total Expenses	936,025	748,077	860,980	1,014,650	845,750
Net Operating Result	\$ (543,261)	\$ (342,179)	\$ (352,320)	\$ (505,990)	\$ (337,090)

COST PER PARTICIPANT



Recreation Centers

PURPOSE STATEMENT

To provide clean and safe facilities for multiple Town-sponsored events, with parks and recreation activities representing the majority of facility activity. Recreation Centers also provide facility space to support senior activities, group rentals, public meetings, and various other community uses.

ACCOMPLISHMENTS FY 2011

- ◆ Production of a successful online recreation program guide
- ◆ Introduced a Gilbert "Passport System" that encourages residents to use all of the recreation centers
- ◆ Enabled businesses to rent out the lobby/concession area at the Freestone Recreation Center to promote their business or event
- ◆ Conversion of the computer room to a youth classroom at the Southeast Regional Library classroom wing enabled the department to meet the demand for more children's programming

OBJECTIVES FY 2012

- ◆ Expand the Southeast Regional Library class offerings
- ◆ Develop a stronger relationship with Southeast Regional Library staff for programming and building needs
- ◆ Introduce the use of the On-Base software as a documentation storage tool to communicate refunds, rental notes, and account holder issues connecting CLASS software, the center staff, and department front office staff
- ◆ Increase pass-holder participation at Freestone Recreation Center

BUDGET NOTES

There were no personnel salary increases for FY 2011. Staffing levels increased as a result of an approved Strategic Investment to offer additional classes at the recreation centers. This expense is offset by the revenue that is generated by the additional classes. Southwest Regional and Perry Branch Library are staffed by Maricopa County according to an IGA with the County. Council has directed staff to research other options to ensure the libraries are operating as efficiently and effectively as possible.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of citizens utilizing recreation centers and libraries	*	11%	11%	11%
Annual participation at Freestone Recreation Center	243,410	207,189	211,000	215,000
Total annual number of recreation center reservation bookings	3,371	2,967	3,000	3,000
Cost per square foot to operate recreation centers	\$18.97	\$18.69	\$18.86	\$19.50
<i>*New measure; data not available</i>				



Recreation Centers

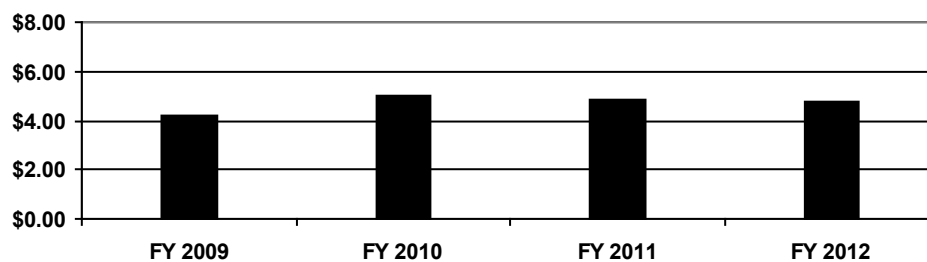
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Community Center	6.15	5.30	5.30	5.30	5.55
McQueen Activity Center	9.36	9.02	9.02	9.02	9.92
Page Park Center	1.72	1.38	1.38	1.38	0.40
Freestone Recreation Center	17.64	18.04	18.04	18.04	18.25
Southeast Regional Library	1.53	1.53	1.53	1.53	1.53
Perry Branch Library	0.00	0.00	0.00	0.00	0.00
Total Personnel	36.40	35.27	35.27	35.27	35.65

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Community Center	378,124	346,164	348,940	346,310	353,500
McQueen Activity Center	467,814	459,188	508,400	494,230	556,870
Page Park Center	47,635	45,132	28,570	29,740	28,520
Freestone Recreation Center	1,017,607	1,032,312	975,170	1,029,950	1,025,400
Southeast Regional Library	1,691,286	1,928,111	2,317,200	2,295,110	2,277,820
Perry Branch Library	968,103	909,142	957,600	958,470	957,600
Total Expenses	\$ 4,570,569	\$ 4,720,049	\$ 5,135,880	\$ 5,153,810	\$ 5,199,710

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,303,021	1,315,428	1,342,580	1,335,700	1,361,930
Supplies & Contractual	3,267,548	3,404,621	3,793,300	3,818,110	3,837,780
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 4,570,569	\$ 4,720,049	\$ 5,135,880	\$ 5,153,810	\$ 5,199,710

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,744,924	1,665,402	1,912,160	1,912,160	1,970,860
Total Expenses	4,570,569	4,720,049	5,135,880	5,153,810	5,199,710
Net Operating Result	\$ (2,825,645)	\$ (3,054,647)	\$ (3,223,720)	\$ (3,241,650)	\$ (3,228,850)

COST PER PARTICIPANT - FREESTONE RECREATION CENTER





Recreation Programs

PURPOSE STATEMENT

To provide recreation programs, special events, and leisure activities for residents and visitors of Gilbert. The recreational programs purpose is to promote physical fitness, teach leadership skills, increase community involvement, and provide numerous social benefits to the community.

ACCOMPLISHMENTS FY 2011

- ◆ Successfully introduced and implemented a new 5K Run and Walk at the San Tan Village shopping center
- ◆ Obtained a "Presenting Sponsor" for all major department produced special events
- ◆ The popular "Nights of Lights" skating rink was operated with a full sponsorship
- ◆ Sponsorships and business partnerships were increased, with 15 new vendors, 14 new sponsors, and 4 new business partners signing on to be part of community special events
- ◆ Continued the partnership with Gilbert Public Schools to offer collaborative youth wrestling programs for the community

OBJECTIVES FY 2012

- ◆ Increase marketing opportunities for special events through increased utilization of social media, web links, Town website exposure, and additional outlets
- ◆ Increase partnership opportunities with new vendors and sponsors for Community Services produced events
- ◆ Continue to partner with Gilbert Public Schools to offer collaborative wrestling programs for the community
- ◆ Offer additional event opportunities for Special Olympics participants

BUDGET NOTES

There were no personnel salary increases for FY 2012. Increase in contractual budget for FY 2012 is a result of budget transfers from other cost centers in Community Services.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percentage of citizens attending the Concert in the Park series	*	8%	8%	8%
Percentage of citizens participating in recreation programs	*	20%	20%	20%
Percentage of citizens participating in the holiday "Nights of Lights" event	*	5%	5%	5%
Adult Sports cost recovery percentage	112%	127%	134%	125%
Recreation Programs cost recovery percentage	59%	72%	63%	60%
<i>*New measure; no data available</i>				



Recreation Programs

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Teen Programs	0.26	0.00	0.00	0.00	0.00
Youth Sports	2.01	1.38	1.38	1.38	1.20
Adult Sports	2.21	1.71	1.71	1.71	1.71
Special Events	2.99	2.59	2.59	2.59	2.82
Special Needs	0.65	0.70	0.70	0.70	0.58
Outdoor Programs	0.19	0.19	0.19	0.19	0.19
Total Personnel	8.31	6.57	6.57	6.57	6.50

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Teen Programs	41,249	2,249	-	-	-
Youth Sports	171,480	90,244	122,100	115,480	115,920
Adult Sports	230,332	223,331	208,740	213,950	229,460
Special Events	314,970	327,392	339,650	324,650	345,550
Special Needs	31,067	33,158	41,350	42,220	42,280
Outdoor Programs	31,740	35,193	36,080	40,760	42,110
Total Expenses	\$ 820,838	\$ 711,567	\$ 747,920	\$ 737,060	\$ 775,320

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	443,663	386,807	407,510	398,090	407,010
Supplies & Contractual	377,175	324,760	340,410	338,970	368,310
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 820,838	\$ 711,567	\$ 747,920	\$ 737,060	\$ 775,320

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	486,780	509,205	461,210	461,210	467,210
Total Expenses	820,838	711,567	747,920	737,060	775,320
Net Operating Result	\$ (334,058)	\$ (202,362)	\$ (286,710)	\$ (275,850)	\$ (308,110)

Non-Departmental

Non-Departmental Summary

The General Fund non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit. An overview of each section is below.

Transportation

Transportation includes contracts with Phoenix-Mesa Gateway Airport and the Regional Public Transportation Authority (RPTA) for bus service. RPTA's mission is to promote the social and economic well being of the community through an efficient and effective regional transit system, as a valued and significant component of the transportation network. The mission of Phoenix-Mesa Gateway Airport is to develop a safe, efficient, economical and environmentally acceptable air transportation facility.

Outside Agencies

The purpose of Outside Agencies is to augment funding for various social service agencies that provide service in Gilbert. Using the funding process established in FY 2008, staff reviewed and ranked the eligible applications and then used a multi-step process to develop funding recommendations to Council. The funding allocations for FY 2012 are as follows:

Boys/Girls Club Gilbert Branch	\$ 125,000
Gilbert Senior Center Support	37,820
Museum Support	51,490
Central AZ Shelter Services	1,800
Save The Family	7,300
AZ Adopt and Foster	1,000
Family Resource Center	4,700
Gilbert CAP	123,170
East Valley RSVP	1,000
United Food Bank	4,310
East Valley Men's Center	4,500
La Mesita Family Shelter	1,900
Alzheimer's Association	2,400
EMPOWER	1,800
Big Brothers Big Sisters	1,000
Junior Achievement of Arizona	1,000
Arts Contributions	5,000
Community Information and Referral	1,000
Salvation Army	5,300
Shoebox Ministry	1,000
About Care, Inc.	3,000
Mayfield Alternative Youth Center	1,000
Gilbert Community Action Network	1,000

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 2% of the budgeted operating expenditures in the General Fund.

Budget Savings

The adopted budget includes a 3% allowance for "budget savings". This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be. Salary savings due to vacant positions is the largest contributor of savings in the General Fund.

Miscellaneous

Insurance

This is the General Fund portion of the Public Entity Insurance package. Policies include Police Liability, Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement

Based on historical usage, \$180,000 is budgeted to reimburse employees of the General Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Pre-authorization is required for all classes.

Benefit Savings

The FY2011-12 budget includes a planned reduction in the Health Trust fund balance as a result of positive claims experience and the establishment of adequate reserve levels. The planned reduction will be implemented through a payment holiday from medical contributions for employees for July, August, and the first pay period of September 2011.

Strategic Investment

An appropriation of \$350,000 is allocated in the FY 2012 budget to allow Council the ability to implement agreed upon Strategic Investments during the fiscal year.

Transfers

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012, \$8,124,060 is budgeted to be transferred to other funds to support various activities. The transfers are detailed by category below:

Debt Service

Gilbert issues debt to finance capital project construction. The General Fund transfers funds to the Debt Service Fund to cover the portion of the debt that is related to activities originating in the General Fund. Examples of capital projects that were financed using debt and require debt service transfers from the General Fund include: Police Property Facility, Public Safety Center, Vaughn Avenue Parking Structure, Public Safety Training Facility Land, and Elliot Road District Park.

Capital Projects

The budget for Capital Projects is determined by the 2011-2016 Capital Improvement Program that was adopted by Council on June 9, 2011. The following projects require General Fund funding for the 2011-12 fiscal year.

Imaging Technology	\$ 150,000
Police Mobile Data Terminals	15,000
Prosecutor Software	143,000
Fire Hydrants	341,000
Fire Station 7 Land	600,000
Topaz Radios	963,000

Other Transfers

Other transfers include transfers to Special Revenue for Court related functions.



Non-Departmental

PERSONNEL	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocations	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Transportation	1,640,278	1,154,759	1,294,400	1,282,400	1,194,100
Outside Agencies	516,106	496,351	410,500	405,500	408,110
Transfers	10,440,295	8,257,051	9,600,420	7,021,590	8,124,060
Budget Savings	-	-	(3,143,000)	-	(2,888,000)
Miscellaneous	-	4,514	(619,710)	1,069,300	2,087,290
Contingency	-	-	1,106,000	-	1,927,000
Total Expenses	\$ 12,596,679	\$ 9,912,675	\$ 8,648,610	\$ 9,778,790	\$ 10,852,560

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,647	-	(1,799,200)	-	(320,000)
Supplies & Contractual	2,153,737	1,655,624	1,599,390	2,757,200	3,048,500
Capital Outlay	-	-	-	-	-
Transfers Out	10,440,295	8,257,051	8,848,420	7,021,590	8,124,060
Total Expenses	\$ 12,596,679	\$ 9,912,675	\$ 8,648,610	\$ 9,778,790	\$ 10,852,560

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	8,313,224	8,943,137	9,058,140	3,544,140	8,038,580
Total Expenses	12,596,679	9,912,675	8,648,610	9,778,790	10,852,560
Net Operating Result	\$ (4,283,455)	\$ (969,538)	\$ 409,530	\$ (6,234,650)	\$ (2,813,980)



Utility Administration Fund

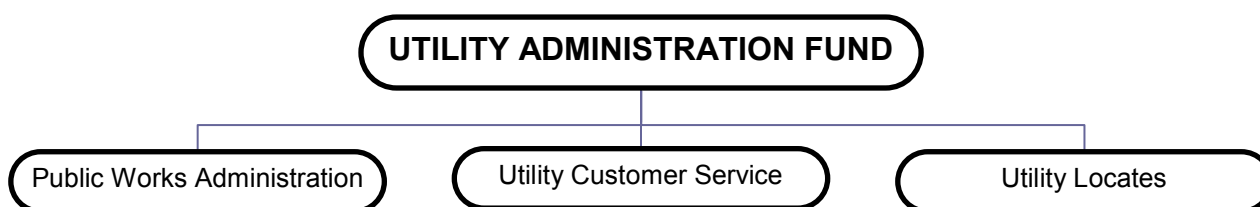
Utility Administration Fund Summary
Utility Customer Service
Public Works Administration
Utility Locates

FUND DESCRIPTION

The Utility Administration Fund was created to isolate the costs associated with the administration of the support components associated with Enterprise operations (Water, Wastewater, Solid Waste) and Streets. These costs were previously reported in the General Fund and 100% recovered with transfers to the General Fund. In an effort to more accurately reflect expenses that are pure General Fund, this fund was created so that expenses 100% covered by another source could be removed from the General Fund. The goal of this fund is to charge 100% of the costs of administrative support to the Enterprise and Streets Funds.

GOALS FY 2012

- ◆ Successfully handle an average of 1,000 Solid Waste customer contacts per month
- ◆ Successfully administer a total of fifty plus contracts (services, purchases)
- ◆ Complete the repair/replacement planning assessment for water, wastewater, and streets infrastructure
- ◆ Continue to provide great service to meet the reasonable expectations of customers
- ◆ Complete the Water/Wastewater/Reclaimed Water Master Plan update
- ◆ Recharge 13,000+ acre-feet of Central Arizona Project water toward long-term storage credits

ORGANIZATIONAL CHART




Utility Administration Fund

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Customer Service	0.00	0.00	13.50	13.25	17.75
Public Works Admin	0.00	0.00	12.50	12.50	9.00
Utility Locates	0.00	0.00	5.00	5.00	5.00
Total Personnel	0.00	0.00	31.00	30.75	31.75

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Customer Service	-	-	1,676,490	1,739,510	1,878,700
Public Works Admin	-	-	817,390	770,090	683,360
Utility Locates	-	-	477,950	460,150	471,140
Total Expenses	\$ -	\$ -	\$ 2,971,830	\$ 2,969,750	\$ 3,033,200

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	1,909,580	1,819,580	1,932,410
Supplies & Contractual	-	-	1,035,630	1,123,550	1,073,790
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	26,620	26,620	27,000
Total Expenses	\$ -	\$ -	\$ 2,971,830	\$ 2,969,750	\$ 3,033,200

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	2,971,830	2,971,830	3,033,170
Total Expenses	-	-	2,971,830	2,969,750	3,033,200
Net Operating Result	\$ -	\$ -	\$ -	\$ 2,080	\$ (30)



Utility Customer Service

PURPOSE STATEMENT

The mission of Utility Billing and Customer Service is to ensure accurate and timely billing of utility customers. This division provides accurate and quality customer service to residents and the general public that contact the customer service center.

ACCOMPLISHMENTS FY 2011

- ♦ Integrated Public Works and Utility Billing contact centers, increasing the efficiency of the customer service center
- ♦ Amended utility billing code to minimize revenue losses
- ♦ Transferred billing and management of irrigation accounts to SRP effective January 2011
- ♦ Updated Utility Billing reference materials and made them available online for easy access by all staff

OBJECTIVES FY 2012

- ♦ Implement a quality monitoring program to ensure a high level of customer service is provided to customers and the general public
- ♦ Continue to market autopay and ebills (electronic statement viewing) using the Internet, billing statements, and staff to increase use among customers which in turn reduces administrative costs

BUDGET NOTES

There were no personnel salary increases for FY 2012. Utility Customer Service FTE increased by 4.5 as a result of transferring 3.5 FTE from existing Public Works Administration for greater centralization. A Utility Billing Supervisor was added as part of Gilbert's Strategic Initiatives. As a result, FY 2012 Budgeted personnel expenses increased \$152,880. Budgeted supplies and contractual expenses for FY 2012 are \$61,520 lower than FY 2011 projected expenses. This budgeted reduction comes from a combination of reduced copy and banking costs against increases in postage and credit card fees.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of utility customers participating in autopay	12%	12%	12%	12%
% of utility customers signed up to view their utility billing statements online	8%	8%	13%	15%
Answer incoming calls within the American Water Works Association industry standard of 58 seconds	*	2:43	1:25	0:58
Maintain the abandoned call rate below the American Water Works Association industry standard of 5.8%	*	15%	11%	8%

* New measures; data not available



Utility Customer Service

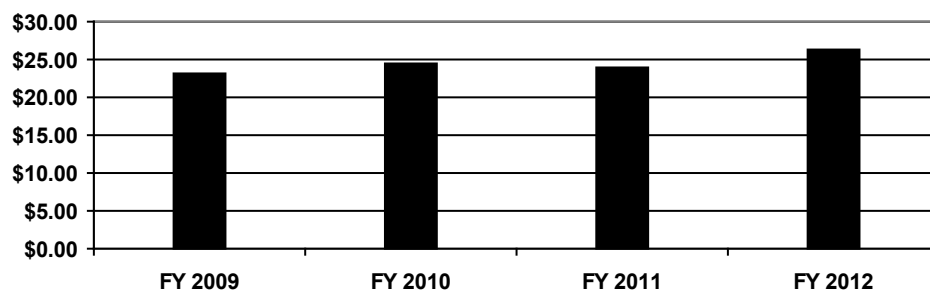
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Customer Service	0.00	0.00	13.50	13.25	17.75
Total Personnel	0.00	0.00	13.50	13.25	17.75

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Customer Service	-	-	1,676,490	1,739,510	1,878,700
Total Expenses	\$ -	\$ -	\$ 1,676,490	\$ 1,739,510	\$ 1,878,700

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	761,380	731,380	932,090
Supplies & Contractual	-	-	915,110	1,008,130	946,610
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 1,676,490	\$ 1,739,510	\$ 1,878,700

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	1,672,450	1,672,450	1,860,860
Total Expenses	-	-	1,676,490	1,739,510	1,878,700
Net Operating Result	\$ -	\$ -	\$ (4,040)	\$ (67,060)	\$ (17,840)

COST PER UTILITY ACCOUNT





Public Works Administration

PURPOSE STATEMENT

The mission of Public Works Administration is to provide direction and oversight on all areas of Public Works operations and planning including water, wastewater, solid waste collection, and street maintenance. Public Works Admin works to provide a long term (100-year) supply of water to meet demands while complying with State-mandated water supply regulations. It works to ensure appropriate use of reclaimed water, and to provide prompt, courteous, and informed service to our external and internal customers.

ACCOMPLISHMENTS FY 2011

- ◆ Successfully Administered over 50 contracts
- ◆ Integrated and consolidated customer service staff into one unit
- ◆ Achieved Arizona Department of Water Resources 100-Year Assured Supply Designation
- ◆ Improved and reduced cell phone / push-to-talk radio service costs for all Public Works Staff
- ◆ Secured additional water supplies working with Arizona Native American Tribal Communities
- ◆ Entered into a mutual aid agreement with the Arizona Water and Wastewater Agency Response Network
- ◆ Successfully resolved sanitary sewer structural problem (Val Vista/Ocotillo)
- ◆ Water, Wastewater, and Reclaimed Water Master Plan consultant selected and on task to complete the work by February 2012

OBJECTIVES FY 2012

- ◆ Complete a draft Infrastructure Maintenance/Replacement plan by January 2012
- ◆ Complete the Water, Wastewater, and Reclaimed Water Master Plan update
- ◆ Continue monitoring and adjustment of cell phone use to further reduce costs
- ◆ Install a filter belt-press at the Santan Vista Water Treatment Plant to process sludge by June 2012
- ◆ Complete planning for the long-term handling of sludge produced at the Neely Water Reclamation Plant

BUDGET NOTES

There were no personnel salary increases for FY 2012. Public Works Administration experienced a minor restructuring as part of Gilbert's Strategic Initiatives, resulting in transferring 3.5 FTE to the Utility Customer Service division. FY 2012 Budgeted Supplies and Contractual expenses are \$3,960 higher than the FY 2011 Projected expenses. The net increase reflects a number of adjustments including lower copy/printing costs as well as an increase in memberships and tuition reimbursement.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Actual FY 2011	Anticipated FY 2012
Ratio of administration staff to total department	1:20.1	1:20.0	1:21.1	1:29.6



Public Works Administration

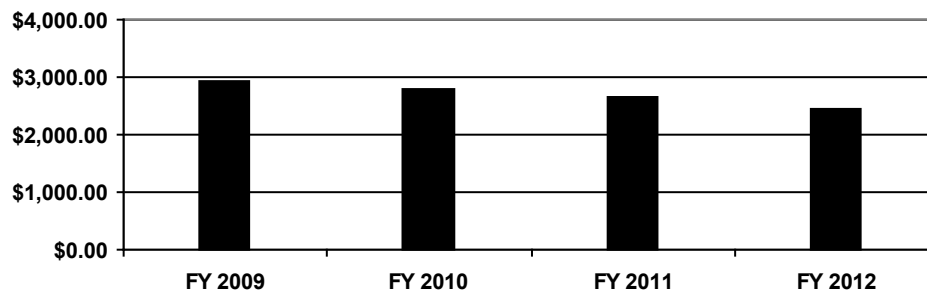
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Public Works Admin	0.00	0.00	12.50	12.50	9.00
Total Personnel	0.00	0.00	12.50	12.50	9.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Public Works Admin	-	-	817,390	770,090	683,360
Total Expenses	\$ -	\$ -	\$ 817,390	\$ 770,090	\$ 683,360

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	762,270	712,270	621,200
Supplies & Contractual	-	-	28,500	31,200	35,160
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	26,620	26,620	27,000
Total Expenses	\$ -	\$ -	\$ 817,390	\$ 770,090	\$ 683,360

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	821,420	821,420	701,180
Total Expenses	-	-	817,390	770,090	683,360
Net Operating Result	\$ -	\$ -	\$ 4,030	\$ 51,330	\$ 17,820

COST PER PUBLIC WORKS EMPLOYEE





Utility Locates

PURPOSE STATEMENT

Utility Locates protects Gilbert-owned underground utilities from damage and disruption of customer services, and facilitates the location of any Town underground utility upon request from Arizona Blue Stake.

ACCOMPLISHMENTS FY 2011

- ◆ Successfully responded to nearly 63,000 (12,481 x 5 utilities) Utility Locate requests received from Arizona Blue Stake Inc. in parameters defined by State Law with no additional staff
- ◆ Received no fines from the Arizona Corporation Commission (ACC)
- ◆ Standardized field marks placed in the field by staff (not required by law)
- ◆ Acquired a new line tracer to replace ten year old unit
- ◆ Tracked Utility Locator production by incorporating daily GBA Microsoft software for accurate daily workloads
- ◆ Worked with internal departments to assist with special projects (Building Maintenance, Technology Services, Wastewater)

OBJECTIVES FY 2012

- ◆ Accurately mark Town-owned utilities within parameters set forth by Arizona Revised Statutes, responding to all emergencies and unknowns within specific timelines as required
- ◆ Receive no fines from ACC for inaccurate marks
- ◆ Communicate on a daily basis with contractors, and document unknowns and inaccuracies found in the field
- ◆ Locate and trace all Fiber Optic, Conduit, and Pull boxes associated with Town-owned Fiber Optic network and create as-built drawings in Power Point
- ◆ Obtain laptops and go paperless

BUDGET NOTES

There were no personnel salary increases for FY 2012. There were no new budget requests for FY 2012. The FY 2012 Personnel Budget was reduced by \$6,810, and the Supplies and Contractual Budget remained unchanged.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of utility locates/dig requests from Arizona Blue Stake, Inc.	12,000	12,373	10,000	11,000
% of field tickets located by Town staff	55%	82%	85%	88%
% of emergency tickets requiring one hour response	1.9%	3.0%	3.0%	3.0%



Utility Locates

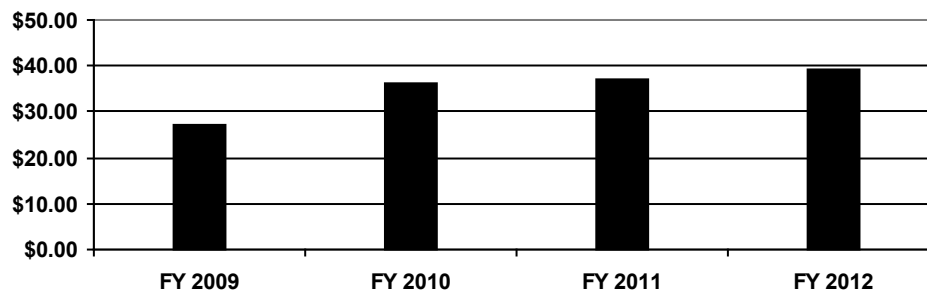
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Locates	0.00	0.00	5.00	5.00	5.00
Total Personnel	0.00	0.00	5.00	5.00	5.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Utility Locates	-	-	477,950	460,150	471,140
Total Expenses	\$ -	\$ -	\$ 477,950	\$ 460,150	\$ 471,140

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	385,930	375,930	379,120
Supplies & Contractual	-	-	92,020	84,220	92,020
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 477,950	\$ 460,150	\$ 471,140

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	477,960	477,960	471,130
Total Expenses	-	-	477,950	460,150	471,140
Net Operating Result	\$ -	\$ -	\$ 10	\$ 17,810	\$ (10)

COST PER LOCATE



Enterprise Funds

Enterprise Funds Summary
Water
Wastewater
Residential Solid Waste
Commercial Solid Waste

Enterprise Funds

FUNDS DESCRIPTION

Enterprise Funds are designed to allow a government operation to reflect a financial picture similar to a business enterprise. Gilbert operates these funds on the philosophy that the fees charged will cover 100% of the cost of these services – including cost of internal support from the General Fund and Public Works Administration Fund. Included in the Enterprise Fund type are:

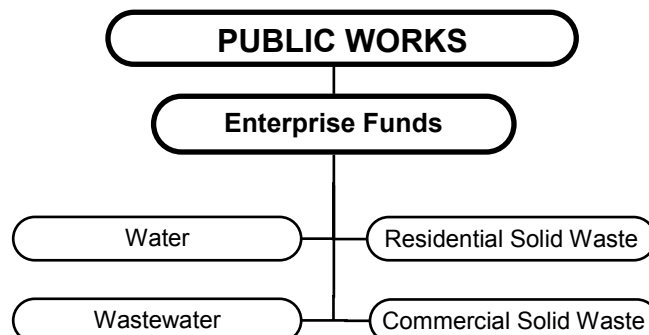
- Water:** Ensure a safe, dependable water supply
- Wastewater:** Provide a safe, dependable wastewater collection and treatment system, and a reclaimed water reuse system
- Residential Solid Waste:** Manage the integrated solid waste operation to provide environmentally sound collection and disposal of solid waste for residential customers
- Commercial Solid Waste:** Manage the integrated solid waste operation to provide environmentally sound collection and disposal of solid waste for commercial customers
- Irrigation:** A small area (125 customers) in Gilbert that was served with flood irrigation water for landscape use prior to FY 2012

FUND ACTIVITY

The following is a statement of revenue, expenses and transfers for the Enterprise Funds based on the adopted budget for FY 2012.

	Water	Wastewater	Residential Solid Waste	Commercial Solid Waste
Total Operating Revenues	\$ 37,144,000	\$ 21,222,010	\$ 14,585,000	\$ 2,492,100
Total Operating Expenses	(24,895,480)	(15,194,320)	(11,333,750)	(1,954,020)
Operating Income (Loss)	<u>\$ 12,248,520</u>	<u>\$ 6,027,690</u>	<u>\$ 3,251,250</u>	<u>\$ 538,080</u>
Non-Operating Revenues (Expenses)	-	-	60,000	-
Income (Loss) Before Transfers	<u>\$ 12,248,520</u>	<u>\$ 6,027,690</u>	<u>\$ 3,311,250</u>	<u>\$ 538,080</u>
Operating Transfers In	90,000	920,000	155,000	-
Operating Transfers Out	(13,081,270)	(8,363,330)	(2,495,130)	(289,880)
Net Income	<u>\$ (742,750)</u>	<u>\$ (1,415,640)</u>	<u>\$ 971,120</u>	<u>\$ 248,200</u>

ORGANIZATIONAL CHART





Enterprise Funds

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Water	79.00	83.00	87.25	87.25	88.25
Wastewater	37.00	37.00	40.68	40.68	41.68
Residential Solid Waste	71.94	72.22	72.22	72.22	71.22
Commercial Solid Waste	7.06	6.78	6.78	6.78	7.28
Irrigation	0.70	0.70	0.00	0.00	0.00
Total Personnel	195.70	199.70	206.93	206.93	208.43

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Water	28,696,144	29,616,140	35,866,580	33,242,560	37,976,750
Wastewater	22,034,033	21,587,467	22,828,050	21,689,630	23,557,650
Residential Solid Waste	13,248,731	12,548,892	13,360,940	12,464,820	13,828,880
Commercial Solid Waste	2,288,189	2,048,447	2,182,990	1,939,180	2,243,900
Irrigation	157,764	54,180	32,230	9,020	-
Total Expenses	\$ 66,424,861	\$ 65,855,126	\$ 74,270,790	\$ 69,345,210	\$ 77,607,180

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	12,871,939	13,132,841	14,067,490	13,743,340	13,860,640
Supplies & Contractual	31,353,439	30,389,914	38,113,130	35,204,840	38,848,930
Capital Outlay	908,243	313,423	-	21,000	668,000
Transfers Out	21,291,240	22,018,948	22,090,170	20,376,030	24,229,610
Total Expenses	\$ 66,424,861	\$ 65,855,126	\$ 74,270,790	\$ 69,345,210	\$ 77,607,180

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	72,042,812	78,095,335	76,238,840	77,420,300	76,668,110
Total Expenses	66,424,861	65,855,126	74,270,790	69,345,210	77,607,180
Net Operating Result	\$ 5,617,951	\$ 12,240,209	\$ 1,968,050	\$ 8,075,090	\$ (939,070)

Water

Water Summary
Water Conservation
Water Production
Water Distribution
Water Metering
Non-Departmental

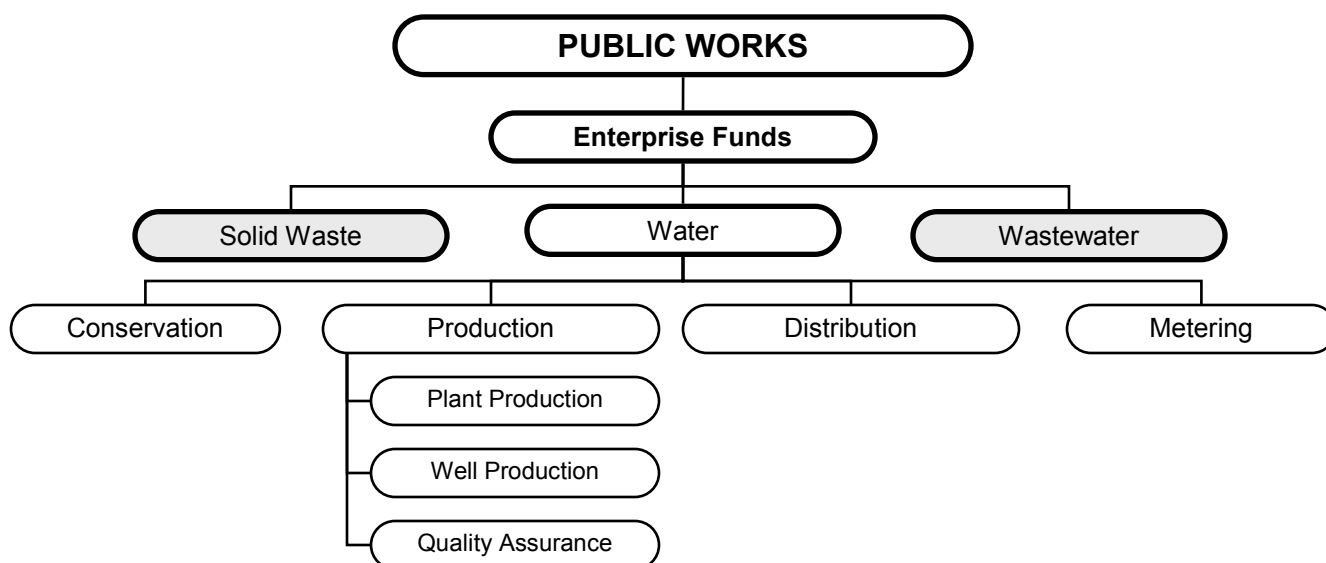
FUND DESCRIPTION

The Town of Gilbert's Water Fund is financed and operated in a manner similar to private business enterprises. The mission of the Water Division is to ensure a safe and dependable water supply for all residents, businesses, and visitors of Gilbert. The division oversees and directs all branches of the Water Division in compliance with the Department's Goals, Gilbert Strategic Plan, Gilbert Code, and local, state, and federal regulations. The Water Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public's expectations and resolve problems at the appropriate staff level.

GOALS FY 2012

- ◆ To provide a long term (100 year) supply of quality water to meet demands while complying with State mandated water supply regulations
- ◆ Implement Water Production/Distribution Master Plan to ensure a continued safe and dependable water supply
- ◆ Ensure compliance with all federal, state, and local regulations
- ◆ Minimize ground water withdrawal
- ◆ Assist in the Capital Improvement Plan/Program to ensure future water production and infrastructure needs are met
- ◆ No Notices of Violation issued against the Town and no Public Notifications due to failure to meet Drinking Water Standards
- ◆ Minimize inconveniences to customers by immediately handling interruptions in service
- ◆ Protect the large investment in the infrastructure by continuously assessing its condition and acting appropriately to maintain and extend its useful life
- ◆ Educate the public to enhance public understanding and appreciation for the importance of water and related sustainability issues
- ◆ Seek Green methods to lower operating costs and postpone the need for rate increases

ORGANIZATIONAL CHART



PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	2.00	2.00	2.00	2.00	2.00
Conservation	3.00	3.00	3.00	3.00	3.00
Production	35.00	39.00	43.25	43.25	44.25
Distribution	13.00	13.00	13.00	13.00	13.00
Metering	26.00	26.00	26.00	26.00	26.00
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	79.00	83.00	87.25	87.25	88.25

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	526,309	560,608	839,570	837,650	749,910
Conservation	293,391	270,229	313,200	302,550	311,270
Production	12,609,573	11,626,094	13,735,080	13,573,180	14,607,660
Distribution	1,219,554	1,224,890	2,116,460	2,110,730	1,693,430
Metering	2,751,620	3,015,331	3,186,830	2,822,730	3,148,740
Non-Departmental	11,295,697	12,918,988	15,675,440	13,595,720	17,465,740
Total Expenses	\$ 28,696,144	\$ 29,616,140	\$ 35,866,580	\$ 33,242,560	\$ 37,976,750

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	5,190,117	5,425,594	5,938,190	5,776,600	5,912,140
Supplies & Contractual	15,199,303	14,716,408	18,705,220	17,501,390	18,783,340
Capital Outlay	175,976	-	-	-	200,000
Transfers Out	8,130,748	9,474,138	11,223,170	9,964,570	13,081,270
Total Expenses	\$ 28,696,144	\$ 29,616,140	\$ 35,866,580	\$ 33,242,560	\$ 37,976,750

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	34,194,008	36,248,151	37,234,000	37,740,000	37,234,000
Total Expenses	28,696,144	29,616,140	35,866,580	33,242,560	37,976,750
Net Operating Result	\$ 5,497,864	\$ 6,632,011	\$ 1,367,420	\$ 4,497,440	\$ (742,750)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Peak day demand (MG)	64	66	66	62
Daily average water production (MG)	44	42	42	42
% of citizens generally/very satisfied with water	88.9%	90.0%	90.0%	90.0%
% increase in ground water capacity	0.0%	0.0%	3.5%	0.0%
% increase in surface water capacity	26.7%	0.0%	0.0%	0.0%
Total miles of water main	952	971	980	990



Water Conservation

PURPOSE STATEMENT

To ensure Gilbert's water supply is used in the most efficient manner, and that Gilbert complies with State regulations regarding water conservation which include meeting the target gallons per person per day water use of 220 gallons.

ACCOMPLISHMENTS FY 2011

- ◆ Participated in Town events to promote water conservation
- ◆ Participated in regional events to promote water conservation
- ◆ Partnered with Project Wet to develop an educational program for junior high students
- ◆ Developed a turf inventory on all HOAs to assist in water management
- ◆ Partnered with key HOAs to monitor and analyze water demand on a monthly basis
- ◆ Partnered with the Town of Gilbert Parks staff working closing on the PKID water budgets and landscape needs

OBJECTIVES FY 2012

- ◆ Continue to comply with the Department of Water Resources Non Per Capita Program to ensure water use efficiency
- ◆ Continue to work with Arizona Municipal Water Users Association in regional conservation efforts including the Smartscape Program and developing or enhancing water conservation literature
- ◆ Continue to partner with the EPA Watersense program
- ◆ Continue to find effective ways to reduce the water demand for residential, commercial, and institutional use
- ◆ Continue to monitor monthly data for consumption of each segment identifying trends and analyzing data for demand projections
- ◆ Work closely with consultants on the TOG Water Master Plan

BUDGET NOTES

There were no personnel salary increases for FY 2012. No items were requested for the FY 2012 budget. No rate increase for Water services was required for FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Projected FY 2010	Anticipated FY 2011	Projected FY 2012
Water Consumption of Gallons per capita per day	199.0	199.0	198.0	198.0
% of elementary school participation	50%	55%	60%	60%
Residential audits	391	410	425	435
Commercial audits	14	20	25	25



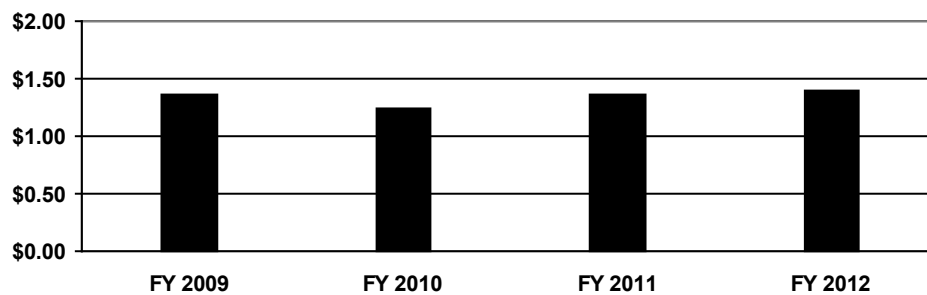
Water Conservation

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Conservation	3.00	3.00	3.00	3.00	3.00
Total Personnel	3.00	3.00	3.00	3.00	3.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Conservation	293,391	270,229	313,200	302,550	311,270
Total Expenses	\$ 293,391	\$ 270,229	\$ 313,200	\$ 302,550	\$ 311,270

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	248,745	248,451	249,000	244,920	247,070
Supplies & Contractual	44,646	21,778	64,200	57,630	64,200
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 293,391	\$ 270,229	\$ 313,200	\$ 302,550	\$ 311,270

COST PER CAPITA





Water Production

PURPOSE STATEMENT

To facilitate the production of a safe and dependable water supply to meet all seasonal daily demands for water. Meet all Federal, State and Local water quality requirements and maintain sufficient water pressure throughout the Town's water service area to meet all residential, commercial, fire, and emergency needs.

ACCOMPLISHMENTS FY 2011

- ◆ Met the water demands of the community as well as maintained the water pressure in the four pressure zones without a significant or reportable water outage
- ◆ Maximized the use of surface water, only using groundwater to supplement total production or in time of emergency need
- ◆ Scheduled and monitored all sampling to meet designated EPA parameters and contaminants for quarterly and annual reporting
- ◆ Through use of online chlorine analyzers and installation of backfill chlorinators more sufficiently and efficiently maintained system chlorine residuals
- ◆ Wells has installed our first S-can analyzer in the field at Well site #24 which allows better monitoring of water quality in the field
- ◆ Media for Arsenic Treatment sites Well #14 and Well #15 have been replaced and Ion-Exchange system at Well #25 for arsenic has been restored to assure use for summer water demands

OBJECTIVES FY 2012

- ◆ Participate in the development of Gilbert's Water Master Plan
- ◆ Actively emphasize methods and means for facilitating total water production, storage, and boosting capacity to meet customer daily demands
- ◆ Treat both surface and groundwater to meet all water quality regulations for federal, state, and county
- ◆ Maximize the use of surface water, only using groundwater to supplement total production or in time of emergency need
- ◆ Participate in design of water production facilities to ensure they meet daily demands
- ◆ Schedule and monitor sampling program for all designated EPA parameters and contamination
- ◆ Respond to emergency customer contacts within one hour to minimize customer service disruption and property damage, while reducing possibility of system contamination
- ◆ Distribute educational brochures and information to customers relating to water resources, distribution, and quality

BUDGET NOTES

There were no personnel salary increases for FY 2012. One-time FY 2012 expenses of \$710,000 are included in the FY 2012 budget to address corrosion issues, for filter media replacement, and for a sludge belt press. The Water Production division added 0.33 FTE. No rate increase for Water services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Peak day demand (million gallons)	62	66	66	66
Daily average water production (million gallons)	44	42	42	42
% of citizens generally/very satisfied with water	90.0%	88.9%	90.0%	90.0%
% increase in ground water capacity	7.8%	0.0%	0.0%	3.5%
% increase in surface water capacity	0.0%	26.7%	0.0%	0.0%
Total miles of water main	931	952	971	980
# of exceeded Maximum Contaminant Levels of water quality parameters	0	0	0	0



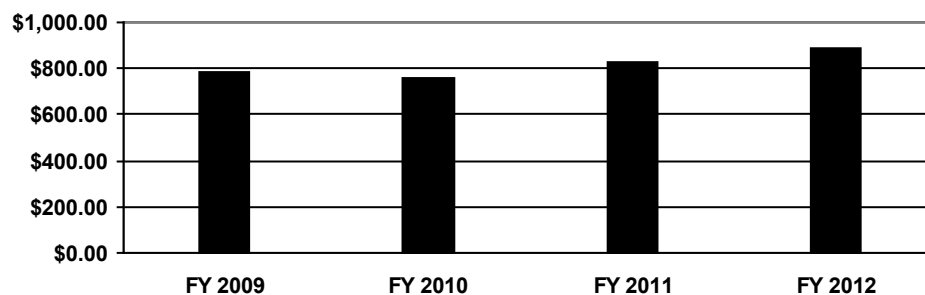
Water Production

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
North Plant Production	15.00	15.00	17.00	17.00	17.33
Santan Vista WTP	7.00	11.00	11.00	11.00	11.33
Well Production	7.00	7.00	7.00	7.00	7.34
Quality Assurance	6.00	6.00	6.00	6.00	6.00
Backflow	0.00	0.00	2.25	2.25	2.25
Total Personnel	35.00	39.00	43.25	43.25	44.25

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
North Plant Production	9,020,692	6,396,646	4,899,400	4,804,970	5,334,680
Santan Vista WTP	616,833	2,492,930	4,814,320	4,805,790	5,002,140
Well Production	2,279,641	2,215,314	3,260,140	3,232,600	3,526,330
Quality Assurance	692,407	521,204	555,540	527,850	539,760
Backflow	-	-	205,680	201,970	204,750
Total Expenses	\$ 12,609,573	\$ 11,626,094	\$ 13,735,080	\$ 13,573,180	\$ 14,607,660

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,248,774	2,478,840	3,048,970	2,887,070	3,101,550
Supplies & Contractual	10,184,823	9,147,254	10,686,110	10,686,110	11,406,110
Capital Outlay	175,976	-	-	-	100,000
Transfers Out	-	-	-	-	-
Total Expenses	\$ 12,609,573	\$ 11,626,094	\$ 13,735,080	\$ 13,573,180	\$ 14,607,660

COST PER MILLION GALLONS PRODUCED





Water Distribution

PURPOSE STATEMENT

Water Distribution ensures the integrity of the Town's water infrastructure by maintaining the Water Distribution system infrastructure and associated assets.

ACCOMPLISHMENTS FY 2011

- ◆ Continued fire hydrant exercising program in cooperation with Gilbert Fire Department allowing each fire hydrant to be exercised twice a year; there are presently 11,438 fire hydrants in the Town's water services area
- ◆ Maintained inventory of infrastructure repair parts, accounting for stock from acquisition to installation
- ◆ Responded to all emergency situations within one hour
- ◆ Acquired replacement laptop for data loading and Geographic Information Systems (GIS)
- ◆ Upgraded field phones to Verizon

OBJECTIVES FY 2012

- ◆ Maintain and enter data on work orders for accurate reporting
- ◆ Maintain parts inventory
- ◆ Keep GIS current by providing information related to field changes
- ◆ Enable contractors to make timely additions and improvements to the water system with minimum system disruption
- ◆ Implement an Asset Management Plan by installing valves and replacing hydrants through Capital Improvement Plan projects, job order contracting, and acquisition of a second valve truck, laptops, and a GPS unit
- ◆ Respond to emergency customer contacts within one hour to minimize customer service disruption and property damage while reducing the possibility of system contamination
- ◆ Paint fire hydrants with help from Eagle Scouts

BUDGET NOTES

There were no personnel salary increases for FY 2012. A budget carry-forward from FY 2011 of \$500,000 was included in FY 2012 for a strategic aging value replacement program. It will replace approximately 40 hydrants, 35 valves, and 20 insertion valves. No rate increase for Water services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of valves exercised	1,254	2,085	2,500	4,000
% of fire hydrants exercised/inspected	100	100	100	100
# of work orders completed (data not available for 2009)	*	2,122	1,900	2,000
# of safety related injuries	0	0	0	0
* New measure; data not available				



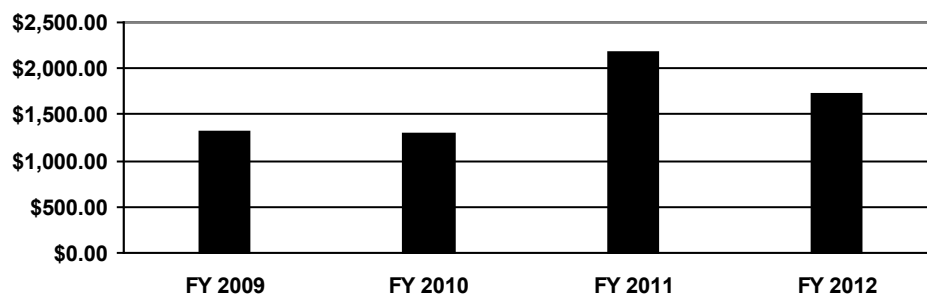
Water Distribution

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Distribution	13.00	13.00	13.00	13.00	13.00
Total Personnel	13.00	13.00	13.00	13.00	13.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Distribution	1,219,554	1,224,890	2,116,460	2,110,730	1,693,430
Total Expenses	\$ 1,219,554	\$ 1,224,890	\$ 2,116,460	\$ 2,110,730	\$ 1,693,430

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	863,054	828,841	837,310	831,580	814,280
Supplies & Contractual	356,500	396,049	1,279,150	1,279,150	779,150
Capital Outlay	-	-	-	-	100,000
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,219,554	\$ 1,224,890	\$ 2,116,460	\$ 2,110,730	\$ 1,693,430

ANNUAL OPERATING COST PER MILE OF WATER MAIN



PURPOSE STATEMENT

To provide accurate and timely accounting for all potable water delivered by Gilbert to residential, commercial and industrial customers through proper meter reading, maintenance, replacement, and new meter installations.

ACCOMPLISHMENTS FY 2011

- ◆ Continued the small meter maintenance program with a target of changing out ten percent of the system meters; this program increases revenue and brings the Town into compliance with Arizona Department of Water Resources guidelines for unaccounted water
- ◆ Meter Services implemented a large meter field testing program to benchmark large meter accuracy
- ◆ Meter Services continued the zero consumption process to remove meters that have stopped registering in a timely manner

OBJECTIVES FY 2012

- ◆ Continue the small meter life cycle maintenance program based on consumption instead of meter age
- ◆ Assess data from the large meter testing program to ensure large meters are registering accurately
- ◆ Pilot a consumption based meter life cycle program for 1 ½" and 2" water meters
- ◆ Install meters in a timely manner to ensure accountability for water used
- ◆ Read every meter in Gilbert's water service area once a month
- ◆ Repair or replace all meters that stop registering water flow
- ◆ Continue research on AMR/AMI radio reading water meters to increase efficiency and data for water conservation purposes

BUDGET NOTES

There were no personnel salary increases for FY 2012. No substantial changes were requested for the Water Metering Division. No rate increase for Water services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of lock-offs for delinquent payment	8,061	7,628	8,000	8,000
# of work orders per year	24,607	25,690	26,000	26,000
Average meters read per cycle per reader	343	348	353	360
# of meter reads for the year	847,555	861,769	863,000	865,000
# of new meters installed	1,529	1,137	1,200	1,200
# of meters changed out	*	7,885	8,000	8,000
<i>* New measure; data not available</i>				



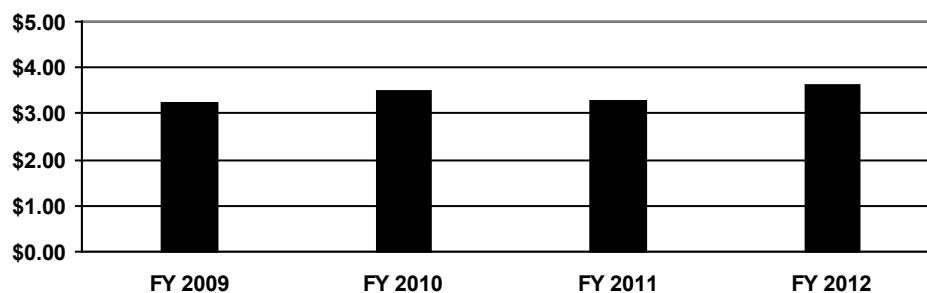
Water Metering

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Metering	26.00	26.00	26.00	26.00	26.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Metering	2,751,620	3,015,331	3,186,830	2,822,730	3,148,740
Total Expenses	\$ 2,751,620	\$ 3,015,331	\$ 3,186,830	\$ 2,822,730	\$ 3,148,740

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,592,318	1,582,560	1,591,970	1,572,130	1,567,980
Supplies & Contractual	1,159,302	1,432,771	1,594,860	1,250,600	1,580,760
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,751,620	\$ 3,015,331	\$ 3,186,830	\$ 2,822,730	\$ 3,148,740

ANNUAL COST PER METER READ



The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Debt

Debt is issued to finance construction of water facilities and is repaid through user fees. More information on this can be found in the Debt Section of this budget document.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 5% of the budgeted operating expenditures in the Water Fund. In FY 2012 \$1,346,000 is budgeted for contingency.

Budget Savings

The adopted budget includes a 2% allowance for "budget savings". This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be. Salary savings due to vacant positions is the largest contributor of savings in the Wastewater Fund.

Transfers

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012, \$13,081,270 is budgeted to be transferred to other funds to support various activities. The following details transfers by category:

Overhead \$2,309,430

Water transfers funds to the General Fund and Public Works Admin Fund in support of the services provided to the Water Division and its customers by the Mayor and Council, Town Manager, Finance, Human Resources, Utility Locates, Public Works Administration, and Utility Customer Service.

Repair/Replacement \$5,286,920

Water transfers funds to finance future replacement of rolling stock and infrastructure. More information can be found in the Repair and Replacement Funds section of this budget document

Capital Projects \$4,500,000

The FY 2011-2016 Capital Improvement Plan includes the following projects to be funded with transfers from the Water Fund:

Street Improvements	\$1,386,000
Reservoir #7 Tank Replacement	\$1,862,000
Reservoir #3 Tank Replacement	\$ 15,000
North WTP Filter Media Replace	\$ 25,000
Water Distribution System	\$ 500,000
North WTP Corrosion Rehab	\$ 322,000
Santan Vista WTP Belt Filter	\$ 390,000

Wastewater Fund \$820,000

Water transfers funds to wastewater to offset the costs of recharging wastewater for the benefit of the water system.

Streets Fund \$50,000

An annual transfer from Water to Streets occurs to offset the cost of asphalt for repaving for any water main work that occurs during the year.

Other Miscellaneous

Insurance \$197,290

This is the Water Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement \$26,000

Based on historical usage, \$5,000 is budgeted to reimburse employees of the Water Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year.

Benefit Savings (\$61,900)

Benefit savings are due to a payment holiday from medical premiums for July 2011.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Debt	3,153,852	3,418,156	3,433,860	3,433,860	3,415,080
Contingency	-	-	1,378,000	-	1,346,000
Budget Savings	-	-	(551,000)	-	(538,000)
Other	11,097	26,694	191,410	197,290	161,390
Transfers	8,130,748	9,474,138	11,223,170	9,964,570	13,081,270
Total Expenses	\$ 11,295,697	\$ 12,918,988	\$ 15,675,440	\$ 13,595,720	\$ 17,465,740

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	(31,880)	-	(61,900)
Supplies & Contractual	3,164,949	3,444,850	4,484,150	3,631,150	4,446,370
Capital Outlay	-	-	-	-	-
Transfers Out	8,130,748	9,474,138	11,223,170	9,964,570	13,081,270
Total Expenses	\$ 11,295,697	\$ 12,918,988	\$ 15,675,440	\$ 13,595,720	\$ 17,465,740

Wastewater

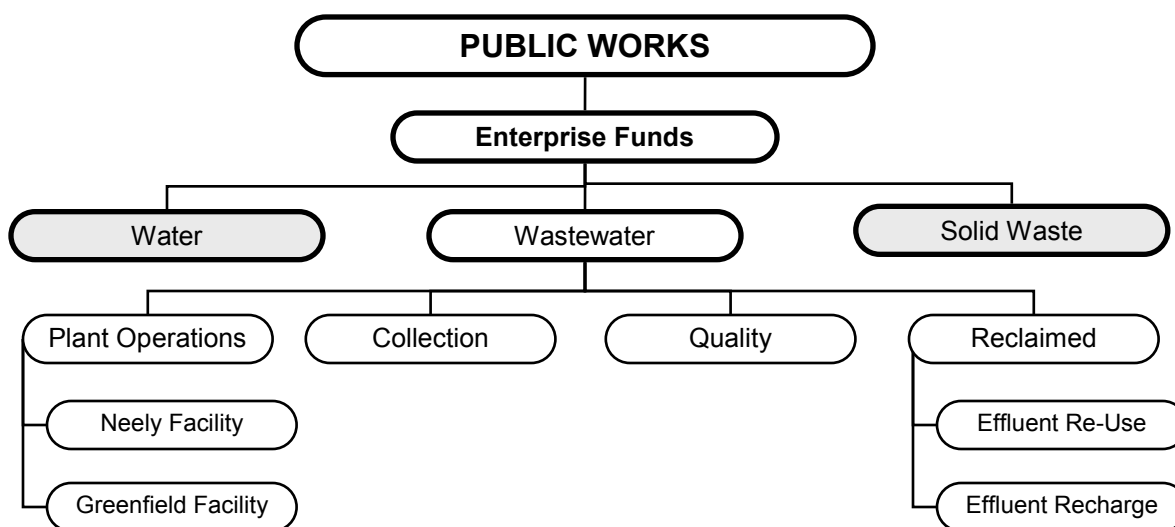
Wastewater Summary
Wastewater Collection
Wastewater Plant Operations
Wastewater Reclaimed
Wastewater Quality
Riparian Program
Non-Departmental

FUND DESCRIPTION

The Town of Gilbert's Wastewater Fund is financed and operated in a manner similar to private business enterprises. Costs of providing the services to the public are financed through user charges. The mission of the Wastewater Division is to protect the health and safety of the public and provide reliable and efficient wastewater collection, wastewater treatment, reclaimed water reuse and recharge, wastewater discharge monitoring of industrial and commercial businesses, and mosquito control operations all in a cost effective manner. To responsibly and efficiently accomplish this mission, goals have been established for each functional area. In order to maintain proactive operation and maintenance programs, proper planning is conducted to accurately assess and anticipate the needs of the public and infrastructure. The Wastewater Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet the public's expectations and resolve problems at the appropriate staff level.

GOALS FY 2012

- ◆ Prevent public and environmental health hazards
- ◆ Minimize inconveniences to customers by responsibly handling interruptions in service
- ◆ Protect the large investment in the infrastructure by continuously assessing its condition and acting appropriately to maintain and extend its useful life
- ◆ Provide and operate a water re-use system to provide reclaimed water for irrigation uses, thereby reducing the use of potable water
- ◆ Ensure reclaimed water recharge capacity is available to meet demands
- ◆ Ensure short and long term wastewater treatment capacity is available to meet demands created by industrial, business, and population increases
- ◆ Complete the Wastewater and Reclaimed Water System Master Plan Update
- ◆ Educate customers regarding services and programs provided
- ◆ Ensure workers have the proper training and resources to perform work safely

ORGANIZATIONAL CHART



Wastewater

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	1.00	1.00	1.00	1.00	1.00
Collection	17.60	17.60	17.60	17.60	18.60
Plant Operations	0.00	0.00	0.00	0.00	0.00
Reclaimed	12.40	12.40	12.40	12.40	12.40
Quality	6.00	6.00	6.00	6.00	6.00
Riparian	0.00	0.00	3.68	3.68	3.68
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	37.00	37.00	40.68	40.68	41.68

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	163,753	161,892	505,350	501,400	413,210
Collection	2,778,097	2,706,770	3,021,630	3,203,180	3,393,820
Plant Operations	6,753,572	6,819,793	7,362,390	7,076,880	7,545,390
Reclaimed	1,433,638	1,364,432	1,454,460	1,500,130	1,563,760
Quality	536,343	512,198	557,920	541,160	561,410
Riparian	-	-	376,750	399,110	375,050
Non-Departmental	10,368,630	10,022,382	9,549,550	8,467,770	9,705,010
Total Expenses	\$ 22,034,033	\$ 21,587,467	\$ 22,828,050	\$ 21,689,630	\$ 23,557,650

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	2,645,495	2,689,246	3,007,830	2,970,420	3,032,430
Supplies & Contractual	9,420,546	9,493,338	11,592,780	10,947,310	12,039,890
Capital Outlay	259,172	50,773	-	-	122,000
Transfers Out	9,708,820	9,354,110	8,227,440	7,771,900	8,363,330
Total Expenses	\$ 22,034,033	\$ 21,587,467	\$ 22,828,050	\$ 21,689,630	\$ 23,557,650

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	20,722,158	22,044,539	22,142,010	22,313,800	22,142,010
Total Expenses	22,034,033	21,587,467	22,828,050	21,689,630	23,557,650
Net Operating Result	\$ (1,311,875)	\$ 457,072	\$ (686,040)	\$ 624,170	\$ (1,415,640)

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total annual wastewater influent (MG)	4,515	4,712	4,636	4,726
Average daily influent (MG)	12.37	12.91	12.70	12.95
Total annual reclaimed water produced/reused (MG)	4,160	4,420	4,840	5,200
Total gallons pumped by lift stations (MG)	1,798	1,800	1,803	1,820
% of businesses of concern inspected	100%	100%	93%	100%
# of sewer line blockage complaints	42	79	64	60
% of employees receiving safety training	100%	100%	100%	100%



Wastewater Collection

PURPOSE STATEMENT

The Wastewater Collection Section is dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater collection system, which includes sewer lines, sewer manholes, lift stations, and sewer force mains.

ACCOMPLISHMENTS FY 2011

- ◆ Provided safety training to all Wastewater Collection Personnel
- ◆ Identified and rehabilitated sanitary sewer manholes that were impacted by corrosion
- ◆ Responded and made repairs to 19 sanitary sewer service pipelines
- ◆ Performed daily inspections and routine maintenance at all lift station sites
- ◆ Pulled a total of 82 wastewater lift station pumps for servicing and cleaning
- ◆ Inspected a total of 4,425 sewer manholes
- ◆ Treated approximately 5,250 sanitary sewer manholes for roach control
- ◆ Performed odor control monitoring activities throughout the sewer system and routinely added odor control chemicals to the system
- ◆ Cleaned approximately 15% of the sewer system to prevent sewer line blockages, overflows, and odors
- ◆ Inspected approximately 10% of the sewer system using television inspection (CCTV) equipment to identify problem areas that can lead to sewer line blockages, overflows, and deterioration of the infrastructure

OBJECTIVES FY 2012

- ◆ Clean 20% of the sanitary sewer system to prevent sewer line blockages, overflows, and odors
- ◆ Inspect 20% of the sanitary sewer system using television inspection (CCTV) equipment to identify problem areas that can lead to sewer line blockages, overflows, and long term deterioration
- ◆ Respond to emergency customer contact events within a one hour to minimize public health, safety, and environmental hazards
- ◆ Inspect all lift station sites daily to verify proper operational performance and perform scheduled preventive maintenance on related equipment
- ◆ Complete a new parallel gravity sewer pipeline project near Gilbert and Warner Roads to address sewer capacity issues
- ◆ Complete a new diversion force main pipeline for the Gilbert Commons lift station
- ◆ Conduct safety training for specific operational tasks for all appropriate staff to ensure that operations are performed correctly and safely

BUDGET NOTES

There were no personnel salary increases for FY 2012. The Wastewater Collection Section added 1.0 FTE, a Wastewater Lift Station Tech. In FY 2012 Supplies and Contractual expenses increased by approximately \$200,000 due to added utility costs, increased chemical costs, and manhole rehabilitations. No rate increase for Wastewater services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Percent of sewer system cleaned	25%	25%	15%	25%
Percent of sewer system inspected	20%	25%	10%	20%
Number of sewer odor complaints	199	200	182	200
Number of sewer line blockage complaints	42	79	64	60
Number of lift station pumps serviced per year	31	31	31	31
Total annual gallons pumped by lift stations (Million Gallons)	1,798	1,800	1,803	1,820
Percent of employees receiving required safety training	100%	100%	100%	100%



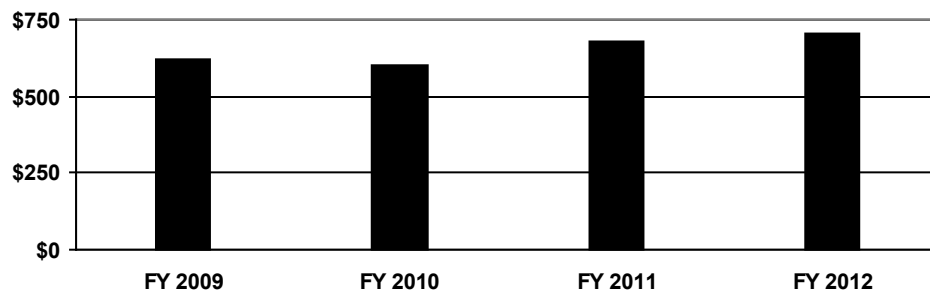
Wastewater Collection

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Collection	17.60	17.60	17.60	17.60	18.60
Total Personnel	17.60	17.60	17.60	17.60	18.60

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Collection	2,778,097	2,706,770	3,021,630	3,203,180	3,393,820
Total Expenses	\$ 2,778,097	\$ 2,706,770	\$ 3,021,630	\$ 3,203,180	\$ 3,393,820

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,170,212	1,177,777	1,219,850	1,189,260	1,268,290
Supplies & Contractual	1,471,532	1,528,993	1,801,780	2,013,920	2,003,530
Capital Outlay	136,353	-	-	-	122,000
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,778,097	\$ 2,706,770	\$ 3,021,630	\$ 3,203,180	\$ 3,393,820

COST PER MILLION GALLONS INFLUENT





Wastewater Plant Operations

PURPOSE STATEMENT

The mission of the Wastewater Reclamation Plant (WRP) operations are dedicated to providing safe, reliable, efficient, and cost effective operation and maintenance of the wastewater treatment operations, sludge wasting operations, and reclaimed water production.

ACCOMPLISHMENTS FY 2011

- ◆ Preventative maintenance work was performed on all wastewater treatment plant equipment at the Greenfield WRP
- ◆ Preventative maintenance work was performed on all wastewater treatment plant equipment at the Neely WRP
- ◆ Participated in an electrical power shedding program at the Neely WRP, resulting in a cost and energy savings
- ◆ Completed negotiations on a land license and a power purchase agreement with "SPG Solar" to construct a two mega-watt solar generating project that will help offset electrical power needs at the Neely WRP

OBJECTIVES FY 2012

- ◆ Conduct routine meetings with the Greenfield WRP operations staff (City of Mesa) to evaluate plant operations and maintenance projects
- ◆ Conduct routine meetings with the Neely Wastewater Reclamation Plant operations

contractor (Severn Trent) to evaluate plant operations and maintenance projects

- ◆ Continuously track and conduct treatment plant capacity evaluations with the Neely WRP operations contractor (Severn Trent)
- ◆ Continuously track and conduct treatment plant capacity evaluations with the Greenfield WRP operations agency (City of Mesa)
- ◆ Evaluate reclaimed water quality by tracking test results from the Neely WRP and Greenfield WRP
- ◆ Conduct daily coordination with the Neely WRP operations contractor (Severn Trent) and the Greenfield WRP operations staff (City of Mesa) regarding reclaimed water production operations
- ◆ Initiate the commissioning of the two mega-watt solar generating project at the Neely WRP

BUDGET NOTES

There were no personnel salary increases for FY 2012. One-time repair and maintenance items for \$130,000 have been included in the FY 2012 budget including UV Lamp replacements Odor Control, etc. Gilbert's two plants also have \$138,000 in ongoing expense increases for additional O&M, and sludge disposal costs. The Greenfield Water Reclamation Plant will be diverting 800,000 GPD to the Neely Plant. No rate increase for Wastewater services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Cost of treatment - Neely Treatment Facility (per million gallons)	\$1,467.56	\$1,428.05	\$1,341.00	\$1,350.00
Cost of treatment - Greenfield Treatment Facility (per million gallons)	\$1,484.12	\$1,430.15	\$1,675.00	\$1,500.00
Total annual gallons of wastewater influent - Neely Treatment Facility (million gallons)	2,775.1	2,773.7	2,944.0	2,950.0
Total annual gallons of wastewater influent - Greenfield Treatment Facility (million gallons)	1,740.1	1,938.8	1,691.5	1,776.0
Percent of available treatment capacity utilized at Neely Treatment Facility	67%	67%	72%	73%
Percent of available treatment capacity utilized at Greenfield Treatment Facility	61%	63%	58%	61%
Average daily influent - Neely Treatment Facility (Million Gallons Per Day)	7.60	7.60	8.07	8.08
Average daily influent - Greenfield Treatment Facility (Million Gallons Per Day)	4.77	5.31	4.63	4.87



Wastewater Plant Operations

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Neely Treatment Facility	0.00	0.00	0.00	0.00	0.00
Greenfield Treatment Facility	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Neely Treatment Facility	4,171,059	4,078,720	4,248,130	3,984,300	4,336,130
Greenfield Treatment Facility	2,582,513	2,741,073	3,114,260	3,092,580	3,209,260
Total Expenses	\$ 6,753,572	\$ 6,819,793	\$ 7,362,390	\$ 7,076,880	\$ 7,545,390

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	6,655,131	6,769,020	7,362,390	7,076,880	7,545,390
Capital Outlay	98,441	50,773	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 6,753,572	\$ 6,819,793	\$ 7,362,390	\$ 7,076,880	\$ 7,545,390

COST PER MILLION GALLONS TREATED





Wastewater Reclaimed

PURPOSE STATEMENT

The Reclaimed water Reuse and Recharge Section is dedicated to providing safe, reliable, and cost effective operation and maintenance of the reclaimed water reuse infrastructure and facilities which includes reclaimed water lines, valves, meters, recovered water wells, reservoirs, ground water recharge facilities, injection wells, and monitoring wells. Reclaimed water Reuse and Recharge Section operations help provide a reduction and reliance of potable water sources for parks, high water use landscaping areas, and lake developments. It also provides wildlife habitat and aquifer replenishment through groundwater recharge facility operations.

ACCOMPLISHMENTS FY 2011

- ◆ Performed daily reclaimed water monitoring and delivery operations for all user sites and met customer water demands
- ◆ Operated and maintained the reclaimed water distribution system
- ◆ Operated and maintained all reclaimed water reservoir and pump station sites
- ◆ Operated and maintained all recovered water well sites and met customer demands
- ◆ Provided safety training to all Reclaimed water Reuse and Recharge Personnel
- ◆ Continued to conduct pressure monitoring of the reclaimed water distribution system to track system performance
- ◆ Disked/ripped all recharge basins as needed.
- ◆ Exercised reclaimed water system valves
- ◆ Inspected, maintained, and took readings at all reclaimed and recovered water system meters
- ◆ Performed all permit required water quality sampling and monitoring and submitted regulatory reports on schedule

OBJECTIVES FY 2012

- ◆ Perform water quality sampling and monitoring of reclaimed water and recovered water to ensure compliance with regulations
- ◆ Respond to emergency customer contact events within one hour to minimize hazards and interruptions in service
- ◆ Exercise all reclaimed water system valves once annually to verify operability
- ◆ Monitor reclaimed water meter accuracy
- ◆ Inspect all well sites, reservoirs, and pump stations daily to verify proper performance
- ◆ Perform scheduled preventive maintenance on related pumping equipment and controls
- ◆ Monitor and distribute reclaimed water and recovered water to customer sites daily to meet irrigation demands, thus reducing the use of potable water
- ◆ Monitor and track reclaimed water delivered to groundwater recharge operations
- ◆ Distribute educational brochures and information to customers relating to reclaimed water reuse and recharge operations
- ◆ Conduct annual safety training for specific operational tasks to ensure that operations are performed correctly and safely

BUDGET NOTES

There were no personnel salary increases for FY 2012. The Wastewater Reclaimed Section FY 2012 budget was increased by approximately \$110,000 for rising costs such as chemical and electrical costs, valve replacements, and permits fees. No rate increase for Reclaimed Water services was required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of permit limit violations per year (APP and reuse permits)	0	0	0	0
Number of reclaimed water overflow events at user sites and recharge facilities per year	0	1	0	0
Total annual reclaimed water produced/reused (million gallons)	4,160	4,420	4,840	5,200
Percent of total reclaimed water supply directly reused by customers	32%	38%	40%	42%
Percent of total reclaimed water supply recharged to aquifer	68%	62%	60%	58%
Percent of employees receiving required safety training	100%	100%	100%	100%



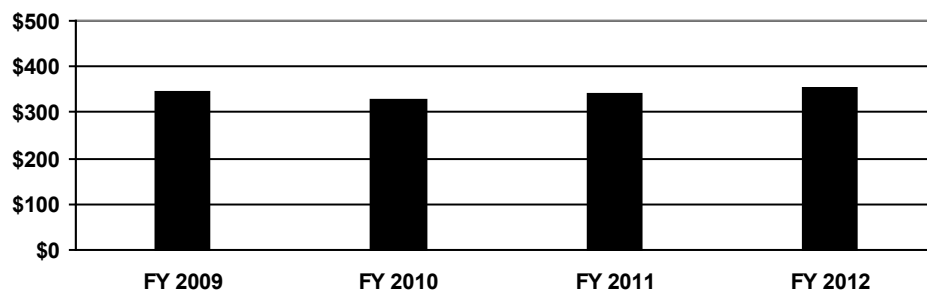
Wastewater Reclaimed

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Effluent Re-use	7.40	7.40	7.40	7.40	7.40
Effluent Recharge	5.00	5.00	5.00	5.00	5.00
Total Personnel	12.40	12.40	12.40	12.40	12.40

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Effluent Re-use	922,161	863,233	917,020	931,000	979,640
Effluent Recharge	511,477	501,199	537,440	569,130	584,120
Total Expenses	\$ 1,433,638	\$ 1,364,432	\$ 1,454,460	\$ 1,500,130	\$ 1,563,760

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	877,702	918,610	931,330	919,530	927,330
Supplies & Contractual	531,558	445,822	523,130	580,600	636,430
Capital Outlay	24,378	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,433,638	\$ 1,364,432	\$ 1,454,460	\$ 1,500,130	\$ 1,563,760

COST PER MILLION GALLONS PRODUCED/REUSED





Wastewater Quality

PURPOSE STATEMENT

The Wastewater Quality Section is dedicated to providing safe, reliable, and cost effective pollution control activities relating to the wastewater discharge of commercial and industrial businesses. Wastewater Quality Section operations strive to maintain pollutant levels in the wastewater stream below those levels mandated by regulations and oversight agency agreements.

ACCOMPLISHMENTS FY 2011

- ◆ Inspected all commercial businesses of concern for compliance with Wastewater and Storm Water code requirements to ensure proper pretreatment device operation and maintenance is performed
- ◆ Performed required inspections and sampling at permitted industrial user sites
- ◆ Submitted all required regulatory reports to oversight agencies on schedule
- ◆ Continued to participate in the multi-city coordination group meetings to align commercial pretreatment program compliance strategies and education
- ◆ Coordinated with Development Services to review plans of new commercial and industrial business activity
- ◆ Performed 13 sewer flow monitoring studies
- ◆ Provided the necessary safety training to all Wastewater Quality Personnel
- ◆ Processed all business registrations and wastewater questionnaires
- ◆ Received official approval of the Town's Pretreatment Program
- ◆ Updated the Town's Sewer Code

OBJECTIVES FY 2012

- ◆ Perform annual inspections and sampling activities at all industrial users requiring a wastewater discharge permit to ensure compliance with regulatory requirements
- ◆ Inspect and educate all commercial businesses of concern once annually to verify compliance with wastewater and storm water code requirements and ensure that proper pretreatment device operation and maintenance is being performed
- ◆ Review and process all business registrations to obtain familiarity with business operations relating to wastewater code requirements
- ◆ Continue to monitor industrial wastewater discharge permitting activity, and review and process new permits when required
- ◆ Continue to perform sewer flow monitoring studies in specific areas to track pipeline capacities
- ◆ Distribute related educational brochures and information to customers during inspections, service calls, and at public outreach events
- ◆ Conduct annual safety training for specific operational tasks to ensure that operations are performed correctly and safely

BUDGET NOTES

There were no personnel salary increases for FY 2012. Approximately \$5,700 was added to the FY 2012 Budget for laboratory and testing cost increases. No rate increase for Wastewater services is required for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of commercial businesses of concern inspected	1,307	1,245	1,200	1,400
Percent of commercial businesses of concern inspected	100%	100%	93%	100%
Number of permitted industrial users	17	19	19	21
Percent of permitted industrial users inspected	100%	100%	100%	100%
Number of new business development plans reviewed for pretreatment compliance	54	23	21	30
Number of wastewater sampling events (days)	38	17	32	25
Number of new business registrations processed	1,004	961	900	1,100



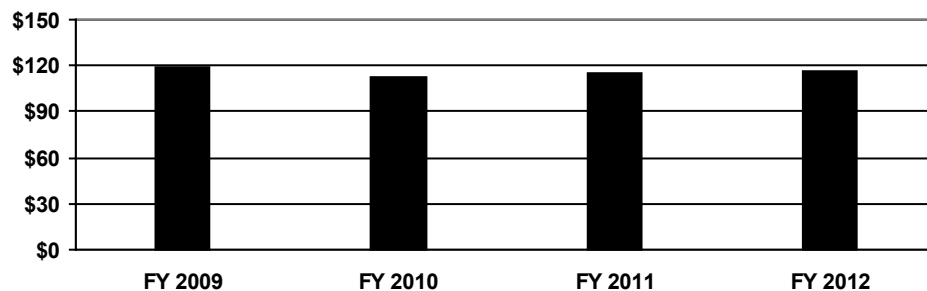
Wastewater Quality

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Quality	6.00	6.00	6.00	6.00	6.00
Total Personnel	6.00	6.00	6.00	6.00	6.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Quality	536,343	512,198	557,920	541,160	561,410
Total Expenses	\$ 536,343	\$ 512,198	\$ 557,920	\$ 541,160	\$ 561,410

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	469,317	465,229	472,610	464,520	470,400
Supplies & Contractual	67,026	46,969	85,310	76,640	91,010
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 536,343	\$ 512,198	\$ 557,920	\$ 541,160	\$ 561,410

COST PER MILLION GALLONS TREATED





Riparian Program

PURPOSE STATEMENT

The Riparian Institute provides education and recreation experiences at the three Riparian Preserve sites to enhance public appreciation for nature which assists us to attain a sustainable future. The Institute also assists in the development and preservation of unique water recharge areas and wildlife habitats. The Institute conducts education programs on site, develops interpretive programs, and maintains a wildlife habitat and recreation amenities.

ACCOMPLISHMENTS FY 2011

- ◆ Tourism visits have increased by 58%
- ◆ Increased student visits by 23%
- ◆ Astronomy program upgrades have facilitated a more citizen-oriented science program for residents
- ◆ Completed research on mitigation banking for wetlands and/or conservation
- ◆ Updated Strategic Plan
- ◆ Completed "Operation Cat Removal", removing approximately 85 cats from the preserve
- ◆ Approximately 500 volunteers worked over 3,000 hours

OBJECTIVES FY 2012

- ◆ Upgrade telescope to 20 inch for increased stargazing capabilities to increase tourist and student visits
- ◆ Develop one program each at Sonoqui and Neely Ranch preserves
- ◆ Develop safe harbor agreement for one species with Game and Fish
- ◆ Maintain feral cat population at or near zero in Water Ranch
- ◆ Increase volunteer program to 750 volunteers working 5,000 hours
- ◆ Establish a Preserve mitigation bank

BUDGET NOTES

Due to new Government Accounting Standards Board (GASB) criteria defining Special Revenue Funds, the Riparian Program financial activity had to be moved to the Wastewater Fund beginning in FY 2011. Expenditure and Revenue activity prior to FY 2011 can be found in the Special Revenue section of this budget document. There were no personnel salary increases for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Amount of operating donations received	\$681	\$500	\$8,500	\$3,000
Number of outreach students participating yearly	200	260	350	400
Number of tourism visits	15,515	21,185	31,576	35,000
Number of native reptiles on site end of first quarter	4	5	5	6
Number of research hours completed yearly	165	165	170	175
Number of programs developed with Queen Creek Parks	0	0	0	2
Number of educational facilities and revenue generated	1/\$20,909	1/\$29,646	1/\$37,100	2/\$40,000
Number of viable habitat zones	3	3	3	5
Feral cat population	*	85	5	5

* New measure; data not available



Riparian Program

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Riparian Programs	0.00	0.00	3.68	3.68	3.68
Total Personnel	0.00	0.00	3.68	3.68	3.68

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Riparian Programs	-	-	376,750	399,110	375,050
Total Expenses	\$ -	\$ -	\$ 376,750	\$ 399,110	\$ 375,050

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	269,900	269,900	268,200
Supplies & Contractual	-	-	106,850	104,210	106,850
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	25,000	-
Total Expenses	\$ -	\$ -	\$ 376,750	\$ 399,110	\$ 375,050

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	27,500	27,500	27,500
Total Expenses	-	-	376,750	399,110	375,050
Net Operating Result	\$ -	\$ -	\$ (349,250)	\$ (371,610)	\$ (347,550)

The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Debt

Debt is issued to finance construction of wastewater facilities, and is repaid through user fees. More information on this can be found in the Debt Section of this budget document.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 5% of the budgeted operating expenditures in the Wastewater Fund. In FY 2012, \$1,036,000 is budgeted for contingency.

Budget Savings

The adopted budget includes a 2% allowance for "budget savings". This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be. Salary savings due to vacant positions is the largest contributor of savings in the Wastewater Fund.

Transfers

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012, \$8,363,330 is budgeted to be transferred to other funds to support various activities. The following details transfers by category:

Overhead \$1,649,460

Wastewater transfers funds to the General Fund and Public Works Admin Fund in support of the

services provided to the Wastewater Division and its customers by the Mayor and Council, Town Manager, Finance, Human Resources, Utility Locates, Public Works Administration, and Utility Customer Service.

Repair/Replacement \$5,701,870

Wastewater transfers funds to finance future replacement of rolling stock and infrastructure. More information can be found in the Wastewater Sub Funds section of this budget document

Capital Projects \$1,012,000

The FY 2011-2016 Capital Improvement Plan includes the following projects to be funded with transfers from the Wastewater Fund:

EMF Manhole Replacement	\$ 252,000
Streets Improvements	\$ 760,000

Other Miscellaneous

Insurance \$64,120

This is the Wastewater Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement \$5,000

Based on historical usage, \$5,000 is budgeted to reimburse employees of the Wastewater Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year.

Benefit Savings (\$30,200)

Benefit savings due to payment holiday from health insurance premiums for July 2011.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Debt	659,810	668,272	656,550	656,550	659,760
Contingency	-	-	1,018,000	-	1,036,000
Budget Savings	-	-	(407,000)	-	(393,000)
Other	-	-	54,560	64,320	38,920
Transfers	9,708,820	9,354,110	8,227,440	7,746,900	8,363,330
Total Expenses	\$ 10,368,630	\$ 10,022,382	\$ 9,549,550	\$ 8,467,770	\$ 9,705,010

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	(14,560)	-	(30,200)
Supplies & Contractual	659,810	668,272	1,336,670	720,870	1,371,880
Capital Outlay	-	-	-	-	-
Transfers Out	9,708,820	9,354,110	8,227,440	7,746,900	8,363,330
Total Expenses	\$ 10,368,630	\$ 10,022,382	\$ 9,549,550	\$ 8,467,770	\$ 9,705,010

Residential Solid Waste

Residential Solid Waste Summary
Residential Collections
Non-Departmental

FUND DESCRIPTION

The Solid Waste mission is to manage Gilbert's integrated solid waste operations and to provide environmentally sound and economically cost effective services to meet the needs of the residents and commercial, industrial, and institutional establishments. Gilbert's solid waste activities are financed and operated in a manner similar to private business enterprises, where costs of providing the services to the residential and commercial customers are financed through user charges.

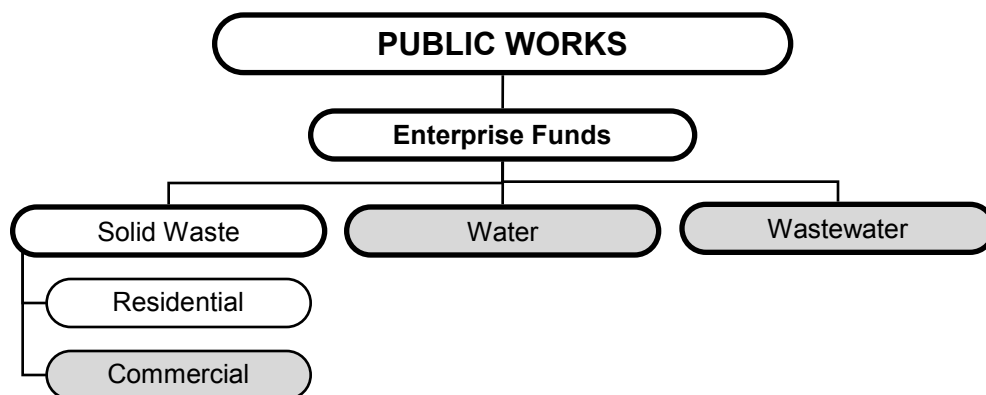
These operations and services are directed toward ensuring the public health and welfare through the collection and disposal of solid waste (garbage, hazardous waste, and recyclable materials) from residential and commercial/industrial sources, educating members of the general public and business community regarding the proper disposal of wastes, and encouraging the diversion of waste from landfills through the recycling, reuse, and recovery of selected materials.

We set objectives for the activity areas to responsibly and efficiently accomplish our mission, and to better track our effectiveness. Solid waste maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet our customer's expectations and resolve problems at the appropriate level of responsibility.

GOALS FY 2012

- ◆ Pursue Solid Waste disposal options through a long term agreement providing flexibility in disposal locations
- ◆ Minimize waste disposed at landfill and optimize the economic return on the Gilbert recyclable materials
- ◆ Ensure customers are satisfied with service and create partnerships and loyalty with the residential and business sector
- ◆ Ensure that solid waste programs are cost effective and efficient
- ◆ Ensure safe and sanitary disposal options are implemented
- ◆ Evaluate introducing a buy back center, or partner with local reuse centers

ORGANIZATIONAL CHART





Residential Solid Waste

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	3.24	3.52	3.52	3.52	3.52
Residential Collections	68.70	68.70	68.70	68.70	67.70
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	71.94	72.22	72.22	72.22	71.22

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	333,309	304,789	336,750	324,550	682,010
Residential Collections	9,852,780	9,343,973	10,194,200	9,679,190	10,230,510
Non-Departmental	3,062,642	2,900,130	2,829,990	2,461,080	2,916,360
Total Expenses	\$ 13,248,731	\$ 12,548,892	\$ 13,360,940	\$ 12,464,820	\$ 13,828,880

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	4,430,857	4,526,082	4,649,800	4,561,960	4,453,170
Supplies & Contractual	5,322,650	4,880,878	6,316,590	5,508,310	6,534,580
Capital Outlay	432,582	241,802	-	-	346,000
Transfers Out	3,062,642	2,900,130	2,394,550	2,394,550	2,495,130
Total Expenses	\$ 13,248,731	\$ 12,548,892	\$ 13,360,940	\$ 12,464,820	\$ 13,828,880

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	14,490,554	16,450,643	14,442,500	14,892,500	14,800,000
Total Expenses	13,248,731	12,548,892	13,360,940	12,464,820	13,828,880
Net Operating Result	\$ 1,241,823	\$ 3,901,751	\$ 1,081,560	\$ 2,427,680	\$ 971,120

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total solid waste tonnage (not including recycling)	110,145	110,403	111,943	114,000
Total recycle tonnage	18,810	19,191	18,900	20,000
Residential cost per ton	\$122	\$133	\$125	\$122
Average tons per customer (black can)	1.07	1.03	1.02	1.02
Recycling diversion rate - residential	19.1%	19.0%	18.8%	20.0%
Recycling diversion rate – commercial	2.6%	2.7%	2.2%	3.0%



Residential Collections

PURPOSE STATEMENT

To protect human health and the environment by providing Gilbert solid waste services in a safe and efficient manner. These services include the collection and disposal of contained and uncontained (or bulk) trash, household hazardous waste (HHW), green waste, and recyclable materials, and the diversion of specific materials from the solid waste stream for the processing of those materials for use as new products or for other productive uses.

ACCOMPLISHMENTS FY 2011

- ◆ Department #1 in customer satisfaction for second year running
- ◆ Solid Waste went from a 6 day collection to a 5 day collection
- ◆ Reduced miles driven by 100,000
- ◆ Reduced in operational cost by cutting two Heavy Equipment Operator positions and one Field Supervisor position
- ◆ Fleet converted to 100% compliance with federal emissions requirements
- ◆ One 2nd place and two 3rd place State Solid Waste Association of North America Road-eco
- ◆ Three honorable mentions for Environmental Industry Associations Driver of the year in the public sector

- ◆ 52 out of 54 residential drivers remained accident free
- ◆ Profit margin increased to 18% return on investment

OBJECTIVES FY 2012

- ◆ Promote accident-free driving to 100%
- ◆ Continue to reduce truck maintenance through equipment standardization and advanced air quality protection
- ◆ Maintain customer satisfaction by prompt and timely service and remain number one in the Town-wide customer service survey
- ◆ Promote and increase recycling participation
- ◆ Continue path to new markets and items that can be sold as recyclable materials with a goal of zero waste
- ◆ Divert green waste and construction debris

BUDGET NOTES

There were no personnel salary increases in FY 2012. Total Personnel was reduced by 1.0 FTE in FY 2012. Included in the FY 2012 budget is \$325,000 in one-time expenses for Solid Waste management software and hardware. No rate increase was necessary for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total recycling tonnage	18,810	18,632	18,600	19,500
Total residential solid waste tonnage (not including recycling)	77,250	79,364	81,600	83,000
Number of residential customers	64,251	64,800	65,865	66,875
Households served by HHW Facility	3,744	4,759	5,033	5,550
Pounds of HHW collected	287,028	361,034	375,000	410,000
Percentage of household hazardous waste diverted	*	61%	74%	79%
Gallons of paint recycled	*	5,765	5,515	5,955
Average weekly recycling participation rate by single family homes	54%	56%	56%	58%
* New measure; data not available				



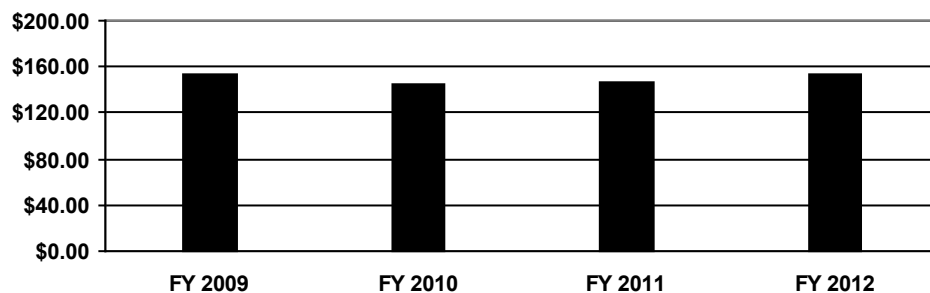
Residential Collections

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Residential Collections	32.00	32.00	32.00	32.00	29.00
Uncontained Collections	20.00	20.00	20.00	20.00	20.00
Recycling	13.70	13.70	13.70	13.70	14.70
Environmental Programs	3.00	3.00	3.00	3.00	4.00
Total Personnel	68.70	68.70	68.70	68.70	67.70

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Residential Collections	5,509,884	5,439,839	5,829,750	5,530,240	5,708,910
Uncontained Collections	2,283,104	1,864,077	2,212,840	2,107,970	2,151,920
Recycling	1,750,476	1,716,949	1,813,710	1,701,810	2,017,460
Environmental Programs	309,316	323,108	337,900	339,170	352,220
Total Expenses	\$ 9,852,780	\$ 9,343,973	\$ 10,194,200	\$ 9,679,190	\$ 10,230,510

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	4,190,062	4,284,170	4,373,890	4,304,620	4,225,000
Supplies & Contractual	5,230,136	4,818,001	5,820,310	5,374,570	5,984,510
Capital Outlay	432,582	241,802	-	-	21,000
Transfers Out	-	-	-	-	-
Total Expenses	\$ 9,852,780	\$ 9,343,973	\$ 10,194,200	\$ 9,679,190	\$ 10,230,510

ANNUAL COST PER RESIDENTIAL CUSTOMER



The non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit. An overview of each section is below.

The adopted budget includes a 2% allowance for “budget savings”. This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be. Salary savings due to vacant positions is the largest contributor of savings in the Residential Solid Waste Fund.

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012 \$2,495,130 is budgeted to be transferred to other funds to support various activities. The transfers are detailed by category below:

The Solid Waste Residential Fund transfers funds to the General Fund in support of the services provided by the Mayor and Council, Town Manager's Department, Finance, Human Resources, and Public Works Administration.

Solid Waste transfers funds to finance future replacement of rolling stock. More information can be found in the Replacement Funds section of this budget document.

This is the Residential Solid Waste Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Based on historical usage, \$15,000 is budgeted to reimburse employees of the Residential Solid Waste Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year.

Benefit savings due to payment holiday from medical premiums for July 2011.

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 5% of the budgeted operating expenditures in the Residential Solid Waste Fund. In FY 2012 \$659,000 is budgeted for contingency.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Contingency	-	-	645,000	-	659,000
Budget Savings	-	-	(258,000)	-	(264,000)
Other	6,000	-	48,440	66,530	26,230
Transfers	3,056,642	2,900,130	2,394,550	2,394,550	2,495,130
Total Expenses	\$ 3,062,642	\$ 2,900,130	\$ 2,829,990	\$ 2,461,080	\$ 2,916,360

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	(55,300)
Supplies & Contractual	-	-	435,440	66,530	476,530
Capital Outlay	-	-	-	-	-
Transfers Out	3,062,642	2,900,130	2,394,550	2,394,550	2,495,130
Total Expenses	\$ 3,062,642	\$ 2,900,130	\$ 2,829,990	\$ 2,461,080	\$ 2,916,360

Commercial Solid Waste

Commercial Solid Waste Summary
Commercial Collections
Non-Departmental

FUND DESCRIPTION

The Solid Waste Commercial Collections section is a viable option for commercial businesses for their trash and recycling collection needs. We offer 3, 4, 6, and 8 cubic yard front end load containers as well as 10, 20, and 40 cubic yard roll-off boxes. We offer all of our customers the opportunity to recycle. We operate as an enterprise fund that must be self-supporting. We must compete against the private sector for accounts. Our goal is to always charge a price that is fair to our customers and to provide excellent customer service. We offer service seven days a week.

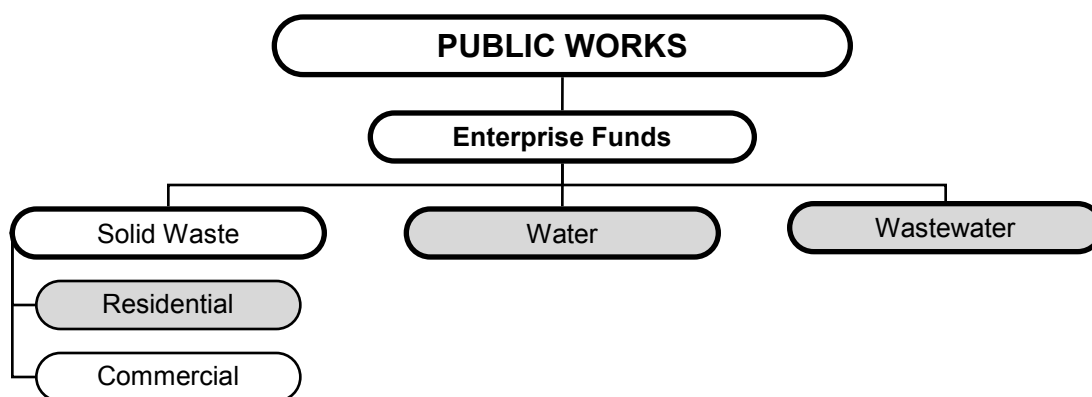
Our operations and services are directed toward ensuring the public health and welfare through the disposal of commercial solid waste from commercial/industrial sources. We promote the diversion of these wastes with our comprehensive recycling programs.

We provide commercial services to all of the Town of Gilbert facilities, and we are capable of responding to any emergency situation.

GOALS FY 2012

- ◆ Increase the diversion rate of commercial collections by promoting and providing commingled and cardboard recycling to our front end load commercial customers as well as recycling tires and green waste with our roll-off services
- ◆ Obtain a competitive edge by providing excellent customer service
- ◆ Work closely with Development Services to ensure all haulers in Town of Gilbert are licensed
- ◆ Grow our customer base
- ◆ Reduce maintenance costs through fleet standardization
- ◆ Reduce accident claims through continued promotion of Safety First
- ◆ Review plans and conduct inspections to ensure new commercial properties meet standards
- ◆ Enhance cost tracking methods and cost vs. profit margin of existing service

ORGANIZATIONAL CHART





Commercial Solid Waste

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	0.76	0.48	0.48	0.48	0.48
Commercial Collections	6.30	6.30	6.30	6.30	6.80
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	7.06	6.78	6.78	6.78	7.28

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	107,960	25,792	36,250	30,140	36,240
Commercial Collections	1,791,199	1,732,085	1,830,530	1,654,310	1,854,560
Non-Departmental	389,030	290,570	316,210	254,730	353,100
Total Expenses	\$ 2,288,189	\$ 2,048,447	\$ 2,182,990	\$ 1,939,180	\$ 2,243,900

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	550,265	462,799	471,670	434,360	462,900
Supplies & Contractual	1,308,381	1,274,230	1,466,310	1,238,810	1,491,120
Capital Outlay	40,513	20,848	-	21,000	-
Transfers Out	389,030	290,570	245,010	245,010	289,880
Total Expenses	\$ 2,288,189	\$ 2,048,447	\$ 2,182,990	\$ 1,939,180	\$ 2,243,900

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,478,328	3,297,822	2,388,100	2,462,000	2,492,100
Total Expenses	2,288,189	2,048,447	2,182,990	1,939,180	2,243,900
Net Operating Result	\$ 190,139	\$ 1,249,375	\$ 205,110	\$ 522,820	\$ 248,200

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total Commercial tonnage	31,283	31,599	29,960	31,000
Commercial cost per ton	\$68	\$60	\$59	\$62



Commercial Collections

PURPOSE STATEMENT

Solid Waste Commercial operations protect human health and environmental quality. The program also ensures a fair competition exists amongst those that provide commercial collection. Service is provided if a private business hauler falters. Solid Waste Commercial Collections provides solid waste collection and disposal services for commercial/industrial, retail, and institutional establishments and multi-family residences within Gilbert. These services include the collection and disposal of trash and recyclable materials.

ACCOMPLISHMENTS FY 2011

- ◆ Commercial rates remained stable
- ◆ Promoted recycling to existing commercial accounts and potential customers
- ◆ Increased profit margin to 25% return on investment
- ◆ Provided businesses in Gilbert a viable option for waste disposal
- ◆ Received the Higley Schools Contract which increased profits by \$60,000
- ◆ Added drop-off locations for recycle boxes
- ◆ Purchased used boxes which saved thousands of dollars

OBJECTIVES FY 2012

- ◆ Remain profitable and maintain customer base while keeping rates stable
- ◆ Promote commercial recycling
- ◆ Continue to promote 100% accident-free driving
- ◆ Grow customer base
- ◆ Provide excellent customer service with quick responses
- ◆ Continue to reduce truck maintenance costs through equipment standardization
- ◆ Pilot a manure diversion program
- ◆ Add additional overflow roll-off boxes in strategic locations for Diversion Program
- ◆ Continue to add commingled recycling cans for Higley and Gilbert School Districts

BUDGET NOTES

There were no personnel salary increases for FY 2012. Solid Waste Commercial Collections added 0.5 FTE resulting in an FY 2012 Budget increase of \$24,000. The FTE increase was a response to additional Commercial Collections customers. No rate increase was necessary for FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of commercial customers	619	640	772	800
Total roll-off tonnage disposed	9,745	10,687	9,200	10,000



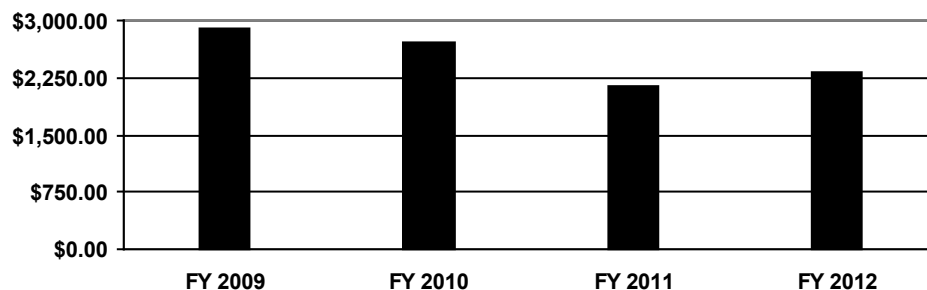
Commercial Collections

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Commercial Collections	4.55	5.30	5.30	5.30	5.80
Commercial Rolloffs	1.75	1.00	1.00	1.00	1.00
Total Personnel	6.30	6.30	6.30	6.30	6.80

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Commercial Collections	1,298,635	1,265,198	1,298,660	1,208,780	1,340,570
Commercial Rolloffs	492,564	466,887	531,870	445,530	513,990
Total Expenses	\$ 1,791,199	\$ 1,732,085	\$ 1,830,530	\$ 1,654,310	\$ 1,854,560

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	446,170	438,060	439,670	404,620	432,890
Supplies & Contractual	1,304,516	1,273,177	1,390,860	1,228,690	1,421,670
Capital Outlay	40,513	20,848	-	21,000	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,791,199	\$ 1,732,085	\$ 1,830,530	\$ 1,654,310	\$ 1,854,560

COST PER COMMERCIAL CUSTOMER



The non-departmental section of the budget captures all expenditures that are not directly attributed to a business unit. An overview of each section is below.

Budget Savings

The adopted budget includes a 2% allowance for "budget savings". This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be.

Transfers

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012 \$289,880 is budgeted to be transferred to other funds to support various activities. The transfers are detailed by category below:

Overhead \$103,670

The Commercial Solid Waste Fund transfers funds to the General Fund in support of the services provided by the Mayor and Council, Town Manager's Department, Finance, Human Resources, and Public Works Administration.

Equipment Replacement \$186,210

Commercial Solid Waste transfers funds to finance future replacement of rolling stock. More information can be found in the Replacement Funds section of this budget document.

Miscellaneous

Insurance \$9,720

This is the Commercial Solid Waste Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement \$1,000

Based on historical usage, \$1,000 is budgeted to reimburse employees of the Commercial Solid Waste Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year.

Benefit Savings (\$5,500)

Benefit savings are due to a payment holiday from medical premiums for July 2011.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 5% of the budgeted operating expenditures in the Commercial Solid Waste Fund. In FY 2012 \$95,000 is budgeted for contingency.



Non-Departmental

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Contingency	-	-	107,000	-	95,000
Budget Savings	-	-	(43,000)	-	(37,000)
Other	-	-	7,200	9,720	5,220
Transfers	389,030	290,570	245,010	245,010	289,880
Total Expenses	\$ 389,030	\$ 290,570	\$ 316,210	\$ 254,730	\$ 353,100

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	(3,520)	-	(5,500)
Supplies & Contractual	-	-	74,720	9,720	68,720
Capital Outlay	-	-	-	-	-
Transfers Out	389,030	290,570	245,010	245,010	289,880
Total Expenses	\$ 389,030	\$ 290,570	\$ 316,210	\$ 254,730	\$ 353,100

Streets Fund

Streets Fund Summary
Streets Maintenance
Traffic Control
Right of Way Maintenance
Hazard Response
Non-Departmental

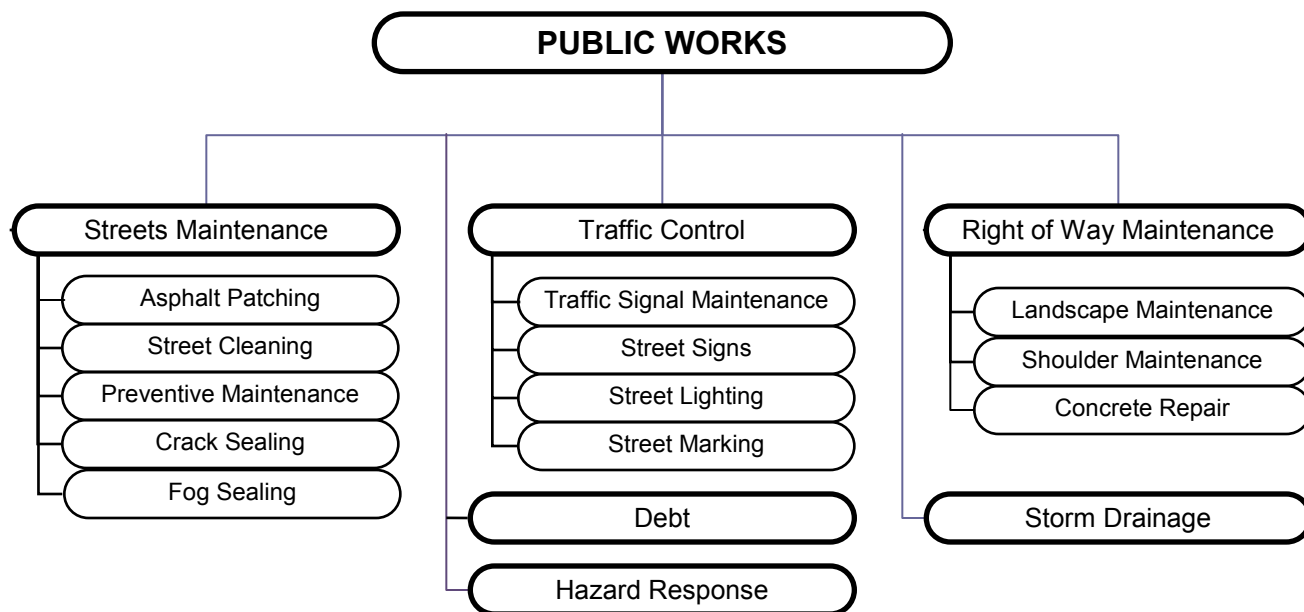
FUND DESCRIPTION

It is our mission to provide a safe, reliable, and efficient roadway system that encompasses the following operations: streets maintenance, traffic control systems, rights-of-way, and storm drain systems.

To responsibly and efficiently accomplish our mission, we have set goals for each of our respective responsibility areas. We recognize that in order to maintain proactive operation and maintenance programs we must do a good job of planning, work well as a team and with others, and accurately assess and anticipate the needs of our customers and of the infrastructure. The Street Division maintains the necessary tools, equipment, and properly trained and skilled personnel in order to meet our customers' expectations and resolve problems at the most appropriate level of responsibility. State-shared gasoline tax and revenues fund Gilbert's Street Division.

GOALS FY 2012

- ◆ Maintain a safe and efficient roadway system at a pavement condition index of at least 85
- ◆ Minimize inconveniences to customers by performing maintenance and repair operations in an organized and timely manner
- ◆ Protect the large investment of the roadway system by continuously assessing its condition and acting appropriately to maintain and extend its useful life
- ◆ Use available funds to improve efficiency and productivity of operations by implementing appropriate standards

ORGANIZATIONAL CHART



Streets Fund

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	1.00	1.00	1.00	1.00	1.00
Streets Maintenance	22.42	22.42	22.42	22.42	22.42
Traffic Control	25.00	19.00	19.00	19.00	19.00
Right of Way Maintenance	4.63	4.63	4.63	4.63	4.63
Hazard Response	2.25	2.25	2.25	2.25	2.25
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	55.30	49.30	49.30	49.30	49.30

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	164,364	146,595	142,100	133,980	149,750
Streets Maintenance	5,049,974	5,131,935	5,172,890	5,137,340	5,254,800
Traffic Control	4,431,797	3,988,331	4,052,170	3,987,990	4,007,970
Right of Way Maintenance	1,826,373	1,810,220	2,194,570	2,091,730	2,016,760
Hazard Response	157,799	156,943	171,070	160,820	157,810
Non-Departmental	8,442,201	4,179,305	4,567,900	4,104,180	4,507,820
Total Expenses	\$ 20,072,508	\$ 15,413,329	\$ 16,300,700	\$ 15,616,040	\$ 16,094,910

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	3,619,590	3,347,648	3,414,800	3,217,720	3,355,420
Supplies & Contractual	5,314,476	5,302,182	6,139,040	5,782,460	5,996,690
Capital Outlay	2,696,241	2,584,194	2,602,360	2,602,360	2,659,360
Transfers Out	8,442,201	4,179,305	4,144,500	4,013,500	4,083,440
Total Expenses	\$ 20,072,508	\$ 15,413,329	\$ 16,300,700	\$ 15,616,040	\$ 16,094,910

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	18,193,579	16,691,751	16,717,300	15,750,000	16,764,710
Total Expenses	20,072,508	15,413,329	16,300,700	15,616,040	16,094,910
Net Operating Result	\$ (1,878,929)	\$ 1,278,422	\$ 416,600	\$ 133,960	\$ 669,800

PERFORMANCE/ACTIVITY MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total Centerline miles in system	*	*	845	850
% of citizens who prefer more dollars be spent on repairing and maintaining streets	24.2%	40.0%	14.3%	22.0%
% of citizens who are generally or very satisfied with street repair and maintenance	86%	86%	86%	88%
% of citizens who are generally or very satisfied with the movement of traffic	80.5%	82.0%	83.1%	85.0%
% of citizens who feel safe driving on streets	95.5%	96.0%	96.0%	97.0%
<i>*New measure; data not available</i>				



Streets Maintenance

PURPOSE STATEMENT

The mission of Streets Maintenance is to maintain the roadway system ensuring a high degree of reliability, safety, and ride ability, meeting or exceeding all applicable regulations for roadways in a cost effective manner.

ACCOMPLISHMENTS FY 2011

- ◆ Achieved a Pavement Condition index (PCI) of 91 by following our Pavement Life Cycle to the best of our ability
- ◆ Updated Centerline miles captured in Pavement Management System versus actual miles in field
- ◆ Cleaned 100% of all arterial roadways – maintained no less than twice per month
- ◆ Cleaned 100% of all residential roadways – maintained no less than once per month
- ◆ Crack Sealed 100% of the subdivisions scheduled for maintenance

OBJECTIVES FY 2012

- ◆ Preserve the condition of paved streets with a minimum desired level of 85 PCI and a minimum acceptable level of 80 PCI
- ◆ Ensure that 33% of Gilbert roadways are being visually rated each year

- ◆ Sweep all residential subdivisions no less than once per month
- ◆ Sweep all arterial streets no less than twice per month
- ◆ Sweep a minimum of five broom hours daily per driver
- ◆ Resolve all sidewalk trip hazards the same day reported
- ◆ Complete all utility adjustments within four days after street maintenance is complete
- ◆ Patch 100% of pot holes and sink holes that are called in within three business hours of notification
- ◆ Mill and patch 100% of all subdivisions that are scheduled to be fog or slurry sealed
- ◆ Repair 100% of water and wastewater patches within three days after water or wastewater has completed work on main breaks
- ◆ Crack seal 100% of subdivisions and arterials prior to scheduled maintenance

BUDGET NOTES

There were no personnel salary increases for FY 2012. An additional \$57,000 was added to the Capital Outlay budget for preventative maintenance as well as crack and fog sealing on newly completed streets projects.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total Centerline miles in system	*	835	845	850
Percentage of arterial roadways swept twice per month	100%	100%	100%	100%
Percentage of residential roadways swept once per month	100%	100%	100%	100%
Average Pavement Condition Index (PCI)	91	91	91	90
Average broom hours swept per day per driver	5.25	5.21	5.25	5.25
% of roadway visually rated	11%	0%	17%	33%
% of pot holes and sink holes patched within three hours of notification	80%	80%	100%	100%
Average days to complete utility adjustments.	4	5	4	4
% of subdivisions crack sealed prior to scheduled maintenance	100%	100%	100%	100%
<i>*New measure; no data available</i>				



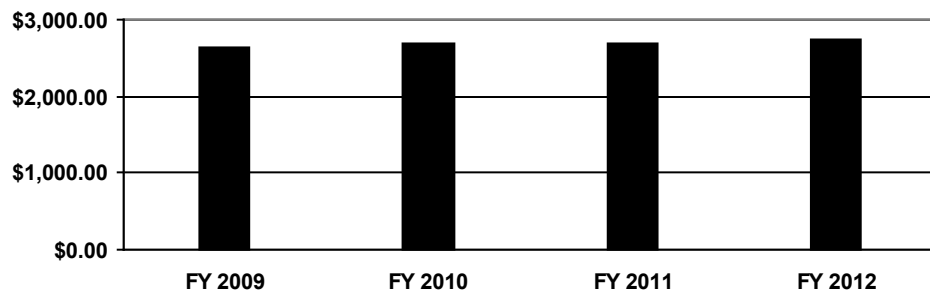
Streets Maintenance

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Asphalt Patching	3.25	3.25	3.25	3.25	3.25
Street Cleaning	7.34	7.34	7.34	7.34	7.34
Preventive Maintenance	2.33	2.33	2.33	2.33	2.33
Crack Sealing	4.25	4.25	4.25	4.25	4.25
Fog Sealing	5.25	5.25	5.25	5.25	5.25
Total Personnel	22.42	22.42	22.42	22.42	22.42

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Asphalt Patching	271,670	325,997	375,000	369,070	371,650
Street Cleaning	892,496	942,928	883,600	879,700	877,200
Preventive Maintenance	2,972,468	2,872,281	2,902,100	2,925,390	2,955,380
Crack Sealing	386,629	403,303	394,090	381,300	424,060
Fog Sealing	526,711	587,426	618,100	581,880	626,510
Total Expenses	\$ 5,049,974	\$ 5,131,935	\$ 5,172,890	\$ 5,137,340	\$ 5,254,800

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,304,681	1,288,931	1,434,000	1,325,720	1,426,880
Supplies & Contractual	1,050,617	1,272,221	1,136,530	1,209,260	1,168,560
Capital Outlay	2,694,676	2,570,783	2,602,360	2,602,360	2,659,360
Transfers Out	-	-	-	-	-
Total Expenses	\$ 5,049,974	\$ 5,131,935	\$ 5,172,890	\$ 5,137,340	\$ 5,254,800

ANNUAL MAINTENANCE COST PER LANE MILE



PURPOSE STATEMENT

The mission of Traffic Control is to operate and maintain the traffic control systems to improve safety by regulating the flow of traffic, increasing visibility, ensuring a high degree of reliability, meeting or exceeding all applicable regulations.

ACCOMPLISHMENTS FY 2011

- ◆ Completed all long line striping at night
- ◆ Completed all main arterials long line striping
- ◆ Completed Zone #2 (1/3 of all short line markings)
- ◆ Completed all long and short line markings in less than 15 weeks
- ◆ Provided initial street light knockdown response within one hour of notification and replaced within ten business days
- ◆ Repaired signals in flash or dark in all directions – other than power outage – within five hours
- ◆ Repaired emergency vehicle preemption detection calls within 10 days
- ◆ Managed all work orders generated for signs within three business days
- ◆ Completed 93% of the street lighting work orders within five business days
- ◆ Initiated a 4-10 schedule reducing overtime for illuminated street name sign inspections
- ◆ Initiated the replacement of the pedestrian countdown heads at signalized intersections

OBJECTIVES FY 2012

- ◆ Manage all work orders generated for signs within three business days
- ◆ Replace damaged stop signs within three hours of notification
- ◆ Complete Zone #3 (1/3 of all short line markings)
- ◆ Inspect and re-stripe all arterial roadways
- ◆ Prioritize knockdowns or damaged signal infrastructure with the damage matrix and make needed repairs within 24 hours
- ◆ Perform arterial night inspections of street lighting
- ◆ Perform bi-annual subdivision night inspections of street lighting
- ◆ Test all traffic signal conflict monitors once per year
- ◆ Paint one traffic signal intersection each year
- ◆ Replace 24 of the fire safety pre-emption heads on signal mast arms for safety vehicles advancement

BUDGET NOTES

There were no personnel salary increases for FY 2012. Total expenses for division budget in FY 2012 were reduced by approximately \$45,000. The reductions were mainly from reduced costs for street signs and traffic signal maintenance.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total annual MMU monitor testing	172	172	173	174
Total miles of long line striping painted	541.31	541.31	600.00	600.00
% of long lines striped	100%	100%	100%	100%
% of short lines striped	33%	33%	33%	33%
Total number of high pressure sodium lamps replaced	2,537	2,370	2,370	2,370
Total number of traffic signals energized	172	173	173	174
% of signs replaced this year	20%	20%	20%	20%
% of street lighting work orders completed within five business days	90%	93%	93%	93%
% of traffic signal intersections painted	1%	1%	1%	1%

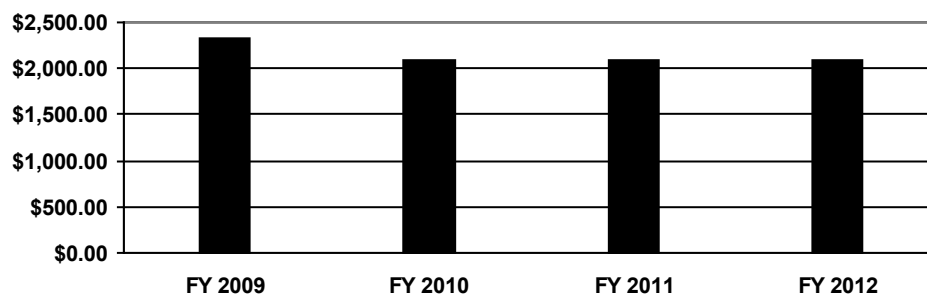
Traffic Control

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Street Marking	6.50	0.50	0.50	0.50	0.50
Street Signs	4.50	4.50	4.50	4.50	4.50
Street Lighting	3.50	3.50	3.50	3.50	3.50
Traffic Signal Maintenance	10.50	10.50	6.50	6.50	6.50
Traffic Operations Center	0.00	0.00	4.00	4.00	4.00
Total Personnel	25.00	19.00	19.00	19.00	19.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Street Marking	966,941	616,517	578,280	578,640	573,510
Street Signs	588,140	498,898	564,460	427,310	492,480
Street Lighting	1,285,255	1,386,075	1,379,280	1,392,130	1,357,700
Traffic Signal Maintenance	1,591,461	1,486,841	1,012,760	1,095,380	1,058,350
Traffic Operations Center	-	-	517,390	494,530	525,930
Total Expenses	\$ 4,431,797	\$ 3,988,331	\$ 4,052,170	\$ 3,987,990	\$ 4,007,970

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,753,736	1,532,877	1,477,870	1,388,330	1,462,940
Supplies & Contractual	2,678,061	2,455,454	2,574,300	2,599,660	2,545,030
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 4,431,797	\$ 3,988,331	\$ 4,052,170	\$ 3,987,990	\$ 4,007,970

TRAFFIC CONTROL COST PER ARTERIAL LANE MILE





Right of Way Maintenance

PURPOSE STATEMENT

The mission of Right of Way (ROW) Maintenance is to maintain aesthetics and drainage within right of way, control dust, and prevent spread of noxious weeds.

ACCOMPLISHMENTS FY 2011

- ◆ Maintained all shoulders and dirt roads for safety, storm water drainage, and dust abatement in compliance with all PM10 dust regulations
- ◆ Continued to test new dust abatement products and upgrade Gilbert's program
- ◆ Completed a water audit on all of Gilbert's landscaped areas and upgraded the irrigation systems to continue to be a water wise user
- ◆ Upgraded the landscaped areas in the Geographic Information System (GIS) to identify all newly added areas
- ◆ Reconstructed 100% of our shoulders and dirt roads to maintain safety after storm/driving events
- ◆ Inspected and cleaned, as needed, dry wells annually
- ◆ Continued to develop a tree trimming program consistent with the current program and upgraded the program as needed
- ◆ Identified and established a program to upgrade Gilbert's landscaped areas and irrigation systems on a continual basis

OBJECTIVES FY 2012

- ◆ Maintain all shoulders and dirt roads for safety, storm water drainage, and dust abatement in compliance with all PM-10 dust regulations
- ◆ Reconstruct 100% of our shoulders and dirt roads to maintain safety after storm/driving events
- ◆ Upgrade the landscaped areas in the GIS to identify all newly added areas
- ◆ Complete a tree inventory of all trees maintained by the Streets Division
- ◆ Continue our tree trimming program
- ◆ Inspect, clean, and repair dry wells for the streets and the parks divisions

BUDGET NOTES

There were no personnel salary increases for FY 2012. The Right of Way FY 2012 budget was reduced by approximately \$175,000 with a vast majority coming from reduced landscape maintenance costs.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
ROW miles maintained by contractor	61	63	65	65
% of landscape firms' irrigation control logs reviewed weekly	25	25	25	50
Total storm drains cleaned	699	800	766	800
% of shoulders inspected three times per year	100	100	100	100
% of shoulder reconstructions completed within five working days	100	100	100	100



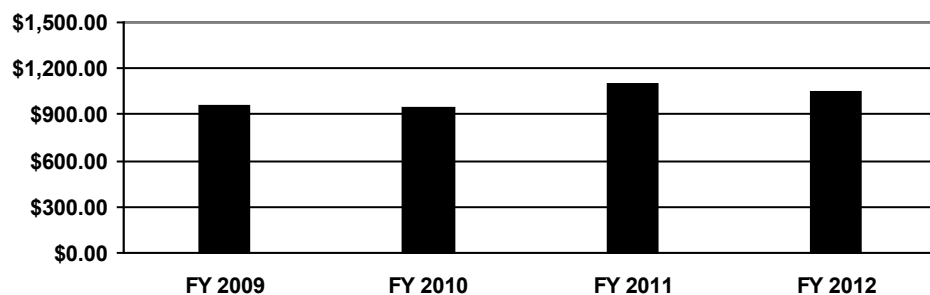
Right of Way Maintenance

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Landscape Maintenance	1.80	1.80	1.80	1.80	1.80
Shoulder Maintenance	2.50	2.50	2.50	2.50	2.50
Concrete Repair	0.33	0.33	0.33	0.33	0.33
Total Personnel	4.63	4.63	4.63	4.63	4.63

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Landscape Maintenance	1,102,675	973,557	1,234,150	1,122,230	1,069,620
Shoulder Maintenance	257,612	278,259	279,510	282,930	265,810
Concrete Repair	466,086	558,404	680,910	686,570	681,330
Total Expenses	\$ 1,826,373	\$ 1,810,220	\$ 2,194,570	\$ 2,091,730	\$ 2,016,760

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	332,412	297,971	312,890	292,360	290,530
Supplies & Contractual	1,493,341	1,512,249	1,881,680	1,799,370	1,726,230
Capital Outlay	620	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 1,826,373	\$ 1,810,220	\$ 2,194,570	\$ 2,091,730	\$ 2,016,760

ANNUAL R.O.W. MAINTENANCE COST PER LANE MILE





Hazard Response

PURPOSE STATEMENT

The mission of Hazard Response is to keep right of way clear of driving hazards and unsightly graffiti within expected times.

ACCOMPLISHMENTS FY 2011

- ◆ Removed 100% of the dead animals from the right of way with one hour of the call
- ◆ Removed 90% of the graffiti within 48 hours of notification from the Police Department
- ◆ Delivered 100% of the barricades on the scheduled date

OBJECTIVES FY 2012

- ◆ Respond to 100% of calls with dead animal in the right of way within one hour of receiving the request
- ◆ Deliver 100% of block party barricades on scheduled dates
- ◆ Respond to 100% of graffiti within 48 hours of Police Department notice

BUDGET NOTES

There were no personnel salary increases for FY 2012. The Hazard Response FY 2012 budget was reduced by approximately \$12,000.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
% of dead animals removed from right of way within one hour of call	100%	100%	100%	100%
% of graffiti removed within 48 hours of notification from Police Department	90%	90%	90%	100%
% of barricades delivered on scheduled date	100%	100%	100%	100%

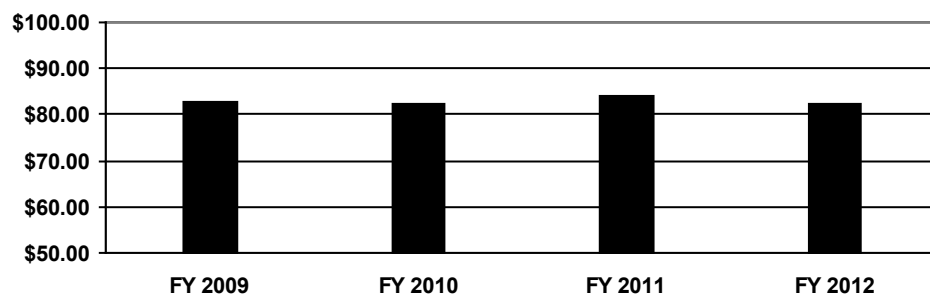
Hazard Response

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Hazard Response	2.25	2.25	2.25	2.25	2.25
Total Personnel	2.25	2.25	2.25	2.25	2.25

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Hazard Response	157,799	156,943	171,070	160,820	157,810
Total Expenses	\$ 157,799	\$ 156,943	\$ 171,070	\$ 160,820	\$ 157,810

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	128,979	128,100	127,850	112,340	113,510
Supplies & Contractual	28,820	28,843	43,220	48,480	44,300
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 157,799	\$ 156,943	\$ 171,070	\$ 160,820	\$ 157,810

COST PER LANE MILE



Non-Departmental

The non-departmental section of the budget captures all expenditures that are not directly contributed to a business unit. An overview of each section is below.

Budget Savings

The adopted budget includes a 2% allowance for “budget savings”. This allowance is based on historical spending patterns and provides a more accurate picture of what the actual expenditures will be. Salary savings due to vacant positions is the largest contributor of savings in the Streets Fund.

Transfers

Transfers are used to move cash from one fund to another to reimburse costs or provide financial support. In FY 2012, \$4,083,440 is budgeted to be transferred to other funds to support various activities. The transfers are detailed by category below:

Debt Service	\$3,326,060
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Gilbert issues debt to finance capital project construction. Streets transfers funds to the Debt Service Fund to cover the portion of the debt that is related to activities originating in the Streets Fund to repaid with HURF revenues.

Capital Projects	\$185,000
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The FY 2011-2016 Capital Improvement Program includes the following projects to be funded with transfers from the Streets Fund:

Traffic Communications Upgrades	\$ 42,000
PM-10 Paving	\$122,000
Mesquite Sidewalk Improvements	\$ 21,000

Overhead	\$572.380
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The Streets Fund transfers funds to the General Fund in support of the services provided by the Mayor and Council, Town Manager's Department, Finance, Human Resources, and Public Works Administration.

Miscellaneous

Insurance	\$80,680
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This is the Streets Fund portion of the Public Entity Insurance package. Policies include Auto Liability, Auto Damage, Contractor's Equipment, Property, General Liability, and General Excess.

Tuition Reimbursement **\$15.000**

Based on historical usage, \$15,000 is budgeted to reimburse employees of the Streets Fund for tuition expenses. This is capped at \$5,000 per employee per fiscal year. Pre-authorization is required for all classes.

Benefit Savings (\$38,300)

Benefit savings due to payment holiday from medical premiums for July 2011.

Contingency

Contingency is budgeted for emergencies and unforeseen events at the time of budget approval. The amount of the contingency is equal to 5% of the budgeted operating expenditures in the Streets Fund. In FY 2012, \$611,000 is budgeted for contingency.



Non-Departmental

PERSONNEL	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Transfers	8,442,201	4,179,305	4,144,500	4,013,500	4,083,440
Budget Savings	-	-	(254,000)	-	(244,000)
Miscellaneous	-	-	43,400	90,680	57,380
Contingency	-	-	634,000	-	611,000
Total Expenses	\$ 8,442,201	\$ 4,179,305	\$ 4,567,900	\$ 4,104,180	\$ 4,507,820

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	(37,530)	-	(38,300)
Supplies & Contractual	-	-	460,930	90,680	462,680
Capital Outlay	-	-	-	-	-
Transfers Out	8,442,201	4,179,305	4,144,500	4,013,500	4,083,440
Total Expenses	\$ 8,442,201	\$ 4,179,305	\$ 4,567,900	\$ 4,104,180	\$ 4,507,820

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	18,193,579	16,691,751	16,717,300	15,750,000	16,764,710
Total Expenses	8,442,201	4,179,305	4,567,900	4,104,180	4,507,820
Net Operating Result	\$ 9,751,378	\$ 12,512,446	\$ 12,149,400	\$ 11,645,820	\$ 12,256,890

Internal Service Funds

Internal Service Funds Summary
Fleet Maintenance
Copy Services
Health Self Insurance
Dental Self Insurance

FUND DESCRIPTION

The Internal Service Funds provide a method to charge the internal user of services based on their use. The concept is the same as Enterprise Funds, except the customers are internal. The goal of these funds is to charge internal users for 100% of the cost of the service. Gilbert has set up the following Internal Service Funds:

- ◆ **Fleet Maintenance** – Maintenance of all passenger vehicles
- ◆ **Copy Services** – Coordination of printing and internal photocopying
- ◆ **Health Self Insurance** – Accounting for self insurance for health coverage under direction of a Trust Board
- ◆ **Dental Self Insurance** – Accounting for self insurance for dental coverage

FUND NARRATIVE

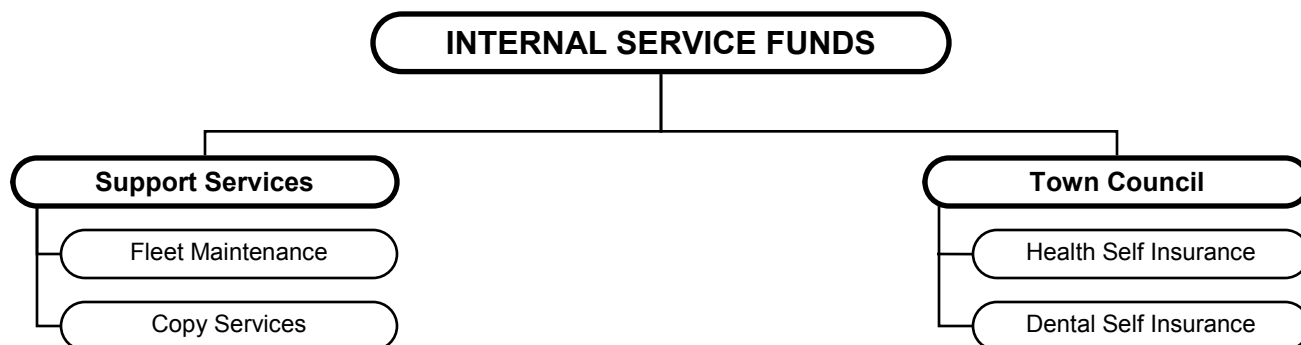
Fleet Maintenance undergoes a rate review annually. This year the hourly rate is proposed to increase to \$77.00 per hour. The hourly rate is calculated based on the total labor related budget amounts divided by an estimate of productive hours. A percentage is added to the sale of parts to cover the cost of shop and operating supplies. The parts mark-up percentage is 15%. Fuel has a mark-up of 6 cents per gallon to cover the cost of maintaining and replacing the fueling system.

Copy Services replaces copiers as needed and pays for letterhead and envelopes to allow for the best price, while charging the cost to the user. Gilbert contracts with an outside vendor to administer copy services.

Health Self Insurance accounts for costs of health insurance. All contributions are deposited into this fund, and claims are paid as approved by the Administrator. The Town of Gilbert Medical Plan was created July 1, 2003. The plan is self-funded and administered by MMSI (Mayo). Participating providers are coordinated through the Blue Cross Blue Shield of Arizona network.

Dental Self Insurance accounts for costs of dental insurance. All contributions are deposited in this fund. The Dental Self Insurance Fund was created July 1, 2010. The plan is self-funded and administered by Delta Dental.

ORGANIZATIONAL CHART





Internal Service Funds

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Fleet Maintenance	26.00	26.00	26.00	26.00	26.00
Copy Services	0.00	0.00	0.00	0.00	0.00
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Fleet Maintenance	6,429,235	6,001,870	6,479,320	6,315,060	7,558,960
Copy Services	299,317	260,110	553,130	480,000	579,130
Health Self Insurance	11,699,054	10,830,070	11,688,120	11,394,470	13,248,920
Dental Self Insurance	-	-	1,127,600	1,004,200	984,800
Total Expenses	\$ 18,427,606	\$ 17,092,050	\$ 19,848,170	\$ 19,193,730	\$ 22,371,810

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,618,777	1,570,365	1,728,990	1,467,730	1,703,260
Supplies & Contractual	16,707,690	15,505,835	17,873,330	17,476,150	20,668,550
Capital Outlay	32,427	-	30,000	34,000	-
Transfers Out	68,712	15,850	215,850	215,850	-
Total Expenses	\$ 18,427,606	\$ 17,092,050	\$ 19,848,170	\$ 19,193,730	\$ 22,371,810

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	19,791,225	19,101,605	19,588,980	19,790,990	21,016,060
Total Expenses	18,427,606	17,092,050	19,848,170	19,193,730	22,371,810
Net Operating Result	\$ 1,363,619	\$ 2,009,555	\$ (259,190)	\$ 597,260	\$ (1,355,750)



Fleet Maintenance

PURPOSE STATEMENT

Fleet Maintenance provides superior vehicle and equipment maintenance, repair, acquisition, and disposition in a cost effective manner while ensuring maximum availability of fleet for duty while extending vehicle life through proactive predictive, preventive maintenance.

ACCOMPLISHMENTS FY 2011

- ◆ Qualified ASE Certified Blue Seal shop
- ◆ Wireless capability and laptops were purchased to provide technicians mobility
- ◆ Achieved 100% compliance with ADEQ emissions testing
- ◆ Cost savings of \$6,000 per year in switching to different uniform service
- ◆ Disposition of surplus vehicles/equipment now begins with on line auctioning which provides greater competition and higher returns
- ◆ Completed building improvements to training/conference rooms
- ◆ Implemented Fleet Advisory Committee
- ◆ Implemented the Town-wide purchase of Bio Diesel
- ◆ Implemented scanning of all invoices
- ◆ 80 ASE Certifications
- ◆ 7 Master ASE Technicians

OBJECTIVES FY 2012

- ◆ Enter into IGA with The Town of Queen Creek for entire vehicle/equipment fleet maintenance
- ◆ Conduct utilization analysis and fleet reduction for vehicles/equipment over 1-Ton
- ◆ Monitor fleet inventory, continue to reduce and stock parts on consignment
- ◆ All Technicians to become ASE Certified in at least one module with at least six Master Technicians
- ◆ Attain additional Blue Seal Certified shop
- ◆ Maintain industry standard ratio of 75% scheduled/25% unscheduled maintenance
- ◆ Keep preventive maintenance schedules at 98% completed or better on monthly basis
- ◆ Certify additional technicians as ADEQ Certified Emissions Inspectors

BUDGET NOTES

There were no personnel salary increases for FY 2012. Contractual costs were increased to reflect the increased cost in fuel, auto parts, and tires. Fleet staff has implemented an informal Fleet Advisory Committee. This committee consists of a representative from each department that has vehicles to manage. The committee makes recommendations regarding purchasing new vehicles, replacing vehicles, and removing vehicles from the fleet.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Mechanic productivity ratio	73.60%	81.86%	77.00%	75.00%
Number of outsourced work orders	1,625	1,155	1,000	925
Total number of work orders	9,755	8,908	10,000	11,000
Total preventive maintenance work orders	3,049	6,096	7,500	7,350
Total unscheduled work orders	3,748	2,812	2,500	3,650
Total number of vehicles/equipment in Gilbert fleet	700	709	724	709
Total number of vehicles/equipment in Queen Creek fleet serviced by Gilbert	*	*	*	95

**New measure FY 2012; data not available*



Fleet Maintenance

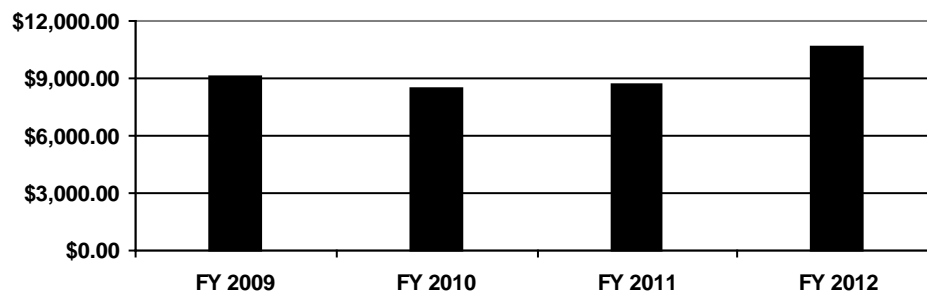
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	3.00	3.00	0.00	0.00	0.00
Fleet Maintenance	23.00	23.00	0.00	0.00	0.00
Shop	0.00	0.00	21.60	21.60	21.60
Parts	0.00	0.00	3.90	3.90	3.90
Fuel	0.00	0.00	0.25	0.25	0.25
Commercial	0.00	0.00	0.25	0.25	0.25
Non-Departmental	0.00	0.00	0.00	0.00	0.00
Total Personnel	26.00	26.00	26.00	26.00	26.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Administration	155,544	235,945	-	-	-
Fleet Maintenance	6,273,691	5,765,925	-	-	-
Shop	-	-	1,739,920	1,571,040	1,592,020
Parts	-	-	1,500,040	1,501,400	1,788,270
Fuel	-	-	2,631,920	2,631,940	3,501,330
Commercial	-	-	608,220	610,680	672,340
Non-Departmental	-	-	(780)	-	5,000
Total Expenses	\$ 6,429,235	\$ 6,001,870	\$ 6,479,320	\$ 6,315,060	\$ 7,558,960

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,618,777	1,570,307	1,728,990	1,467,730	1,703,260
Supplies & Contractual	4,709,319	4,415,713	4,734,480	4,811,480	5,855,700
Capital Outlay	32,427	-	-	20,000	-
Transfers Out	68,712	15,850	15,850	15,850	-
Total Expenses	\$ 6,429,235	\$ 6,001,870	\$ 6,479,320	\$ 6,315,060	\$ 7,558,960

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	6,795,223	6,176,017	7,110,880	7,110,880	7,931,060
Total Expenses	6,429,235	6,001,870	6,479,320	6,315,060	7,558,960
Net Operating Result	\$ 365,988	\$ 174,147	\$ 631,560	\$ 795,820	\$ 372,100

COST PER VEHICLE/EQUIPMENT IN FLEET





Copy Services

PURPOSE STATEMENT

Copy Services provides support for mail services and document imaging and reproduction, encompassing any printing, copying, scanning, and retention of images regardless of medium.

ACCOMPLISHMENTS FY 2011

- ◆ Reviewed all equipment and made recommendations for replacements or upgrades
- ◆ Explored equipment needs to complement new document imaging system
- ◆ Implemented software to gather data on document reproduction volumes
- ◆ Mapped printing, copying, faxing and scanning devices in all Gilbert facilities
- ◆ Continued monthly meetings between Support Services Management staff and Copy Services representatives
- ◆ Issued request for proposals for consolidation of copy, print, and mail room services to single vendor

OBJECTIVES FY 2012

- ◆ Consolidate all copies and prints and into one cost to leverage volume pricing to reduce costs
- ◆ Reduce the number of high cost copy and print devices through consolidation and replacement of older models with more efficient models
- ◆ Provide competitive pricing to internal staff to bring in more copy and print jobs to the Copy Center
- ◆ Reduce the processing time Finance has to reconcile monthly invoices and allocations
- ◆ Reduce cost of Mail Services by reducing the number of mail runs to Town buildings

BUDGET NOTES

Included in the FY 2012 budget is a one-time appropriation of \$256,000 for the replacement of copy machines. This appropriation uses the fund balance that has been accumulating specifically for the replacement of the aging equipment.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Cost per Copy	\$0.063	\$0.076	\$0.095	\$0.180
Number of Copies	4,730,120	3,438,264	2,786,889	1,800,000



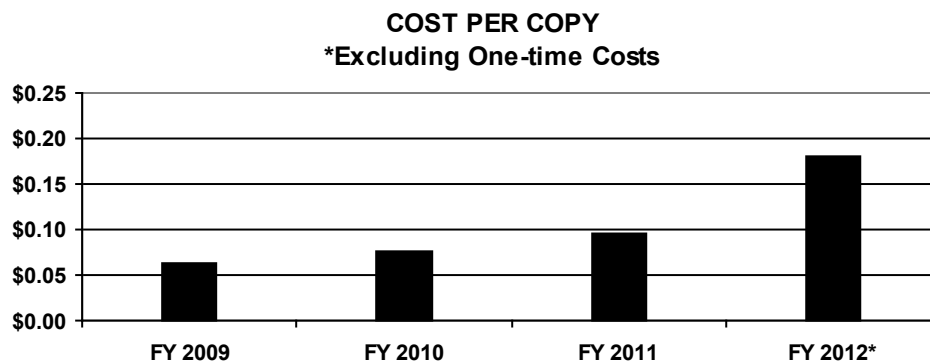
Copy Services

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Copy Services	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Copy Services	299,317	260,110	553,130	480,000	579,130
Total Expenses	\$ 299,317	\$ 260,110	\$ 553,130	\$ 480,000	\$ 579,130

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	299,317	260,110	323,130	266,000	579,130
Capital Outlay	-	-	30,000	14,000	-
Transfers Out	-	-	200,000	200,000	-
Total Expenses	\$ 299,317	\$ 260,110	\$ 553,130	\$ 480,000	\$ 579,130

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	406,661	360,464	368,600	368,600	368,600
Total Expenses	299,317	260,110	553,130	480,000	579,130
Net Operating Result	\$ 107,344	\$ 100,354	\$ (184,530)	\$ (111,400)	\$ (210,530)





Health Self Insurance

PURPOSE STATEMENT

This fund provides financing for health insurance coverage provided through an Exclusive Provider Organization (EPO) network.

ACCOMPLISHMENTS FY 2011

- ◆ Plan is fully funded and the reserve at the end of Plan year 2011 met targeted reserve goals set by the Board of Trustees
- ◆ Plan performance and corresponding increase to the reserve led the Board of Trustees to recommend and the Town Council to approve a reduction of \$1,500,000 to the reserve in 2011 through reduced General Fund contributions, with no base premium increase and no employee contribution increase for 2011
- ◆ Plan performance in 2011 was better than projected and the reserve is projected to be reduced by less than \$300,000; as a result, the Board of Trustees recommended and the Town Council approved a reduction of \$1,000,000 to the reserve in 2012 through premium holidays for Town of Gilbert and employee contributions to premiums

OBJECTIVES FY 2012

- ◆ Maintain a reserve equivalent to a minimum of 3 months of medical claims in excess of claims incurred but not reported

BUDGET NOTES

The contribution rate for medical premiums is shared between Gilbert and employees. Gilbert contributes 80% of the total premium rate for both single and family coverage. Employees pay 20% of the premium contribution. For Fiscal Year 2012, a premium holiday equivalent to 1 month of premium contributions was implemented in order to effect a planned reserve reduction, as recommended by the Board of Trustees and approved by the Town Council.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Average total plan cost per full-time employee, per month	\$923	\$869	\$917	\$1,009
Average actual premium per employee per month	\$1,001	\$1,014	*\$899	*\$940
Health Plan Participants	3,094	3,088	3,047	3,070
Reserve in excess of estimated Incurred But Not Reported (IBNR) claims	\$3,600,834	\$5,335,888	\$5,100,000	\$4,250,000
<i>*For FY 2011, the amount shown takes into consideration the \$1,500,000 in reduced General Fund benefit trust contributions; FY 2012 includes a premium payment holiday for July 2011</i>				



Health Self Insurance

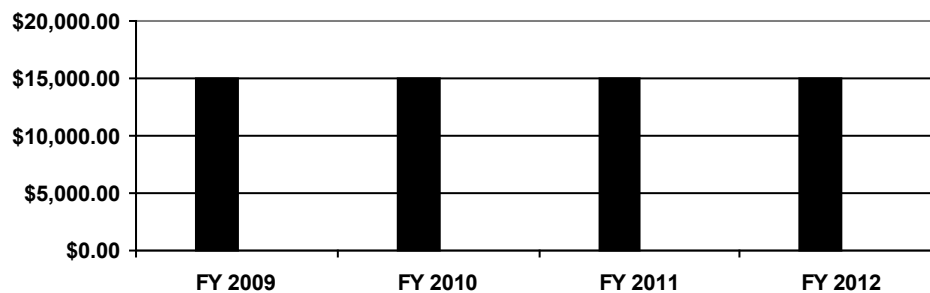
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Health Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Health Self Insurance	11,699,054	10,830,070	11,688,120	11,394,470	13,248,920
Total Expenses	\$ 11,699,054	\$ 10,830,070	\$ 11,688,120	\$ 11,394,470	\$ 13,248,920

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	58	-	-	-
Supplies & Contractual	11,699,054	10,830,012	11,688,120	11,394,470	13,248,920
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 11,699,054	\$ 10,830,070	\$ 11,688,120	\$ 11,394,470	\$ 13,248,920

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	12,589,341	12,565,124	10,977,000	11,185,310	11,645,000
Total Expenses	11,699,054	10,830,070	11,688,120	11,394,470	13,248,920
Net Operating Result	\$ 890,287	\$ 1,735,054	\$ (711,120)	\$ (209,160)	\$ (1,603,920)

YEARLY BASE TOTAL PREMIUM FAMILY COVERAGE





Dental Self Insurance

PURPOSE STATEMENT

This fund provides financing for dental insurance coverage.

ACCOMPLISHMENTS FY 2011

- ◆ The dental self insurance fund was established effective July 1, 2010
- ◆ Built a \$100,000 reserve in FY 2011 and the Plan performed better than projected, enabling the premiums to be reduced by over 3% for FY 2012

OBJECTIVES FY 2012

- ◆ Maintain sufficient premiums to pay Plan expenses
- ◆ Premium savings compared to fully insured alternative

BUDGET NOTES

The Dental Self Insurance Fund was implemented in FY 2011. Prior to this time, an outside agency administered the dental plan for Gilbert employees. The contribution rate for dental premiums is shared between the Town of Gilbert and employees. The Town of Gilbert contribution rate for dental premiums is 80% of the total premium (both single and family coverage). Employees pay 20% of the premium.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Average total plan cost per full-time employee, per month	*	*	\$82	\$87
Average actual premium per employee per month	*	*	\$90	\$87
Dental Plan Participants	*	*	3,110	3,140
Reserve in excess of estimated Incurred But Not Reported (IBNR) claims	*	*	\$100,000	\$100,000

**New measure; no data available*



Dental Self Insurance

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Dental Self Insurance	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Dental Self Insurance	-	-	1,127,600	1,004,200	984,800
Total Expenses	\$ -	\$ -	\$ 1,127,600	\$ 1,004,200	\$ 984,800

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	-	-	1,127,600	1,004,200	984,800
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ -	\$ -	\$ 1,127,600	\$ 1,004,200	\$ 984,800

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	-	-	1,132,500	1,126,200	1,071,400
Total Expenses	-	-	1,127,600	1,004,200	984,800
Net Operating Result	\$ -	\$ -	\$ 4,900	\$ 122,000	\$ 86,600

Replacement Funds

Replacement Funds Summary

Replacement Funds Detail

FUNDS DESCRIPTION

Replacement Funds are savings accounts for replacement of rolling stock, equipment, or infrastructure. Gilbert established replacement funds to account for the use of the assets over time, to provide for the interim period between high growth and build out, and to reduce the intergenerational inequities of future generations replacing the infrastructure “used up” by the previous generation. If no funds were available for replacement, substantial fee increases might be necessary and/or debt issued which increases the cost of replacement by the cost of interest and related debt issuance costs. The Council decided to fund the Replacement Funds for the replacement value of rolling stock and equipment in FY 2006. The intent of this decision was to ensure that the amount deposited in the replacement fund in addition to the residual value of the vehicle sold would be sufficient to purchase a replacement vehicle.

FUND INFORMATION

General Equipment Replacement – The General Fund makes contributions to the General Fund Equipment Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund. Gilbert established the General Fund Equipment Replacement fund in FY 2002. Due to budget constraints, additional revenue has not been deposited in this account since FY 2007.

For FY 2012, Council has authorized a reallocation of funds in the amount of \$2,065,000 that was previously deposited to the General Replacement Fund to the General Fund. Should the need to replace General Fund vehicles exceed the balance in the fund, additional funds will need to be identified.

Water Repair and Replacement – Gilbert established a Water Repair and Replacement Fund in FY 2004 to annually set aside the cost of using assets over the life of the assets. It is the intention to use this funding in the future to replace infrastructure that benefits the community as a whole such as wells, larger diameters water mains, reservoirs, and treatment facilities. The Water Repair and Replacement Fund includes a fleet replacement component.

Wastewater Repair and Replacement – Gilbert established a Wastewater Repair and Replacement Fund in FY 2004 to annually set aside the cost of using assets over the life of the assets. It is the intention to use this funding in the future to replacement infrastructure that benefits the community as a whole such as lift stations, larger diameters wastewater mains, reclaimed water reservoirs, and wastewater treatment facilities.

Residential Solid Waste Equipment Replacement – The Residential Solid Waste Fund makes contributions to the Residential Solid Waste Equipment Replacement fund, based on the useful life of the rolling stock, to finance for future replacement. This structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees.

Commercial Solid Waste Equipment Replacement – The Commercial Solid Waste Fund makes contributions to the Commercial Solid Waste Equipment Replacement fund, based on the useful life of the rolling stock, to finance for future replacement. This

Replacement Funds

structure evens out the cash flow in the operating fund and provides better cost information upon which to base user fees.

Streets Equipment Replacement – Gilbert established the Street Equipment Replacement fund in FY 2002. The Street Fund cost centers make contributions to the Street Fund Replacement fund based on the useful life of the rolling stock and equipment. Future rolling stock and equipment replacements will be purchased through this fund. Due to budget constraints, additional revenue has not been deposited in this account since FY 2008.

Fleet Equipment Replacement – Fleet Maintenance charges internal customers for service rendered. A portion of this internal charge includes funding for replacement of the fuel and oil system. The funding is then transferred to the Fleet Equipment Replacement for future replacement of the fuel and oil systems.

The anticipated fund balance as of July 1, 2012 for each replacement fund is listed below.

Fund	Fund Balance
General	\$ 4,609,158
Water	33,173,280
Wastewater	28,985,703
Residential Solid Waste	4,434,426
Commercial Solid Waste	313,430
Streets	3,600,530
Fleet	252,738
Total Fund Balance	\$ 75,369,265



Replacement Funds

GENERAL REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenue	207,994	109,755	-	65,000	65,000
Total Expenses	1,770,593	895,427	5,337,780	595,000	5,945,180
Net Operating Result	\$ (1,562,599)	\$ (785,672)	\$ (5,337,780)	\$ (530,000)	\$ (5,880,180)

WATER REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenue	4,401,932	5,032,653	5,376,920	5,376,920	5,376,920
Total Expenses	42,331	-	8,108,000	5,285,000	8,212,000
Net Operating Result	\$ 4,359,601	\$ 5,032,653	\$ (2,731,080)	\$ 91,920	\$ (2,835,080)

WASTEWATER REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenue	5,667,221	5,620,061	5,781,460	5,781,460	5,781,460
Total Expenses	-	157,845	8,679,000	5,722,790	8,706,000
Net Operating Result	\$ 5,667,221	\$ 5,462,216	\$ (2,897,540)	\$ 58,670	\$ (2,924,540)

RESIDENTIAL SOLID WASTE REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,930,785	1,906,191	1,214,380	1,214,380	1,265,160
Total Expenses	194,912	3,133,433	2,896,000	1,934,000	1,571,000
Net Operating Result	\$ 1,735,873	\$ (1,227,242)	\$ (1,681,620)	\$ (719,620)	\$ (305,840)

COMMERCIAL SOLID WASTE REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	389,925	186,391	145,300	145,300	189,210
Total Expenses	220,719	1,130,111	438,000	272,000	160,000
Net Operating Result	\$ 169,206	\$ (943,720)	\$ (292,700)	\$ (126,700)	\$ 29,210

STREETS REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	77,628	403,041	10,400	10,400	10,400
Total Expenses	-	430,590	716,000	-	948,000
Net Operating Result	\$ 77,628	\$ (27,549)	\$ (705,600)	\$ 10,400	\$ (937,600)

FLEET REPLACEMENT FUND	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	71,452	16,661	17,050	17,050	17,050
Total Expenses	25,434	-	19,000	-	-
Net Operating Result	\$ 46,018	\$ 16,661	\$ (1,950)	\$ 17,050	\$ 17,050



Special Revenue

Special Revenue Summary
CDBG/HOME
System Development Fees
Grants
Special Districts
Police Impound
Other Special Revenue

FUNDS DESCRIPTION

Special Revenue Funds are distinct types of funds required to be established to account for a specific activity. The activities range from System Development Fees to Police Security. Each Fund is treated like a separate checkbook.

FUND INFORMATION

The individual division pages provide more detail regarding the funds in the Special Revenue group. Following is a brief description of each division page.

Redevelopment – The original intent of the Redevelopment Fund was to accomplish the vision of a Downtown Heritage District as a unique retail destination reflecting Gilbert’s agricultural history. This fund included Commission and property management expenses. The source of revenue for this activity was the General Fund. However, for FY 2011, the Governmental Accounting Standards Board (GASB) issued a pronouncement stating that in order to be classified as a Special Revenue Fund, a majority of the revenue must be from external sources. As a result, these expenses had to be moved to the General Fund beginning FY 2011. Expenditures for FY 2009 – FY 2010 are still included in this section.

Land purchases and redevelopment capital projects are located in the Capital Improvement section of the budget document.

CDBG/HOME – Activities for federally funded programs that provide affordable housing, fair housing, limited redevelopment, and limited social service activities are recorded in this fund.

System Development Fees – Council has established a policy that growth will pay for itself. The system development fee funds provide the accounting for the revenue collected from building permits to pay for various infrastructure in the community that is required due to growth.

Grants – The Grant fund provides information on all federal and state grant activity in Gilbert except those related to a specific capital project or the CDBG or HOME programs. All expenses related to a grant are found here. The portion of these expenses not funded with Grant revenue is financed with transfers from other Funds.

Riparian – The Riparian provides education and recreation experiences at the three Riparian sites. The program enhances public appreciation for nature which assists us to attain a sustainable future.

Based on funding sources and GASB requirements, these expenses were moved to the Wastewater Fund (Enterprise Funds) beginning FY 2011. Expenditures for FY 2009 – FY 2010 are still included in this section.

Police Impound – The Police Impound Fund was established as a result of Arizona Law A.R.S. 28-3511. This law requires a mandatory tow and 30 day impound of vehicles when the driver commits specific civil traffic and criminal traffic offenses.

Special Districts – These districts are established under Arizona Statute to pay for street lights and parkway improvements in various areas of Gilbert.

Other Special Revenue – This category of funds includes a wide array of unique activities each required to be accounted for separately.



Special Revenue Funds

PERSONNEL BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Redevelopment	0.00	0.00	0.00	0.00	0.00
CDBG/HOME	1.50	1.50	1.00	1.00	1.00
System Development Fees	0.00	0.00	0.00	0.00	0.00
Grants	1.00	0.00	0.00	0.00	0.00
Riparian	3.68	3.68	0.00	0.00	0.00
Police Impound	4.00	4.00	4.00	4.00	4.00
Special Districts	0.00	2.60	2.60	2.60	2.60
Other Special Revenue	2.00	2.50	2.50	2.50	2.50
Total Personnel	12.18	14.28	10.10	10.10	10.10

EXPENSES BY DIVISION	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Redevelopment	79,103	67,902	-	-	-
CDBG/HOME	530,024	506,978	1,847,130	944,500	1,778,450
System Development Fees	33,657,124	49,032,424	60,588,890	48,325,890	53,716,740
Grants	1,586,999	1,674,018	7,697,000	5,000,000	7,697,000
Riparian	371,014	401,046	-	-	-
Police Impound	195,981	298,646	353,320	353,320	343,200
Special Districts	2,550,113	2,775,992	3,235,310	2,800,230	2,827,510
Other Special Revenue	2,578,892	2,437,763	1,529,930	1,529,930	1,649,580
Total Expenses	\$ 41,549,250	\$ 57,194,769	\$ 75,251,580	\$ 58,953,870	\$ 68,012,480

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,741,012	2,081,520	1,447,340	1,422,550	1,421,510
Supplies & Contractual	5,190,665	4,639,791	9,719,430	8,896,510	9,520,310
Capital Outlay	720,113	764,530	33,000	33,000	33,000
Transfers Out	33,897,460	49,708,928	64,051,810	48,601,810	57,037,660
Total Expenses	\$ 41,549,250	\$ 57,194,769	\$ 75,251,580	\$ 58,953,870	\$ 68,012,480

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	28,210,499	39,967,009	42,881,530	42,876,530	42,677,300
Total Expenses	41,549,250	57,194,769	75,251,580	58,953,870	68,012,480
Net Operating Result	\$ (13,338,751)	\$ (17,227,760)	\$ (32,370,050)	\$ (16,077,340)	\$ (25,335,180)

PURPOSE STATEMENT

Community Development administers federal funds such as Community Development Block Grant (CDBG) and HOME Investment Partnership funds to provide affordable housing, fair housing, social services, and redevelopment activities for low and moderate income individuals and households.

ACCOMPLISHMENTS FY 2011

- ◆ Expended \$488,925 in CDBG funds to assist individuals and families with affordable housing, basic needs assistance, and job creation
- ◆ 28 households received emergency and minor home repair assistance
- ◆ 629 elderly and disabled residents received congregate and home-delivered meals
- ◆ 28 small businesses were assisted, creating three jobs and retaining one job for low and moderate income individuals
- ◆ Six new affordable housing units were purchased and rehabilitated, providing 22 residents with safe, affordable rental housing
- ◆ Construction began to improve infrastructure in the Sonora Town neighborhood

OBJECTIVES FY 2012

- ◆ Improve lives for lower income Gilbert residents through funding for social services
- ◆ Provide information and referrals for social services, affordable housing, and foreclosure prevention
- ◆ Provide funding for emergency home repair or housing rehabilitation assistance for 30 Gilbert homeowners
- ◆ Complete the Sonora Town Wastewater, Water, and Street Project, which will bring new sewer lines, replacement water lines, and street improvements to the Sonora Town neighborhood
- ◆ Provide technical assistance to help small businesses expand and create new job opportunities
- ◆ Create 2-3 new affordable rental housing units

BUDGET NOTES

This fund receives revenue from Federal grants. The Council approves specific projects annually based on needs and funding availability. Oversight of these projects is provided by CDBG staff.

Programs and activities funded for FY 2012 include the following:

Agency	Program	Amount
CDBG		
Town of Gilbert	Entrepreneur Programs	\$ 100,000
Community Services of Arizona	Emergency Repair	250,000
Community Services of Arizona	Gilbert Senior Center	98,220
A New Leaf	Homeless Shelter Plumbing Improvements	15,000
Town of Gilbert	Sonora Town Infrastructure Replacement	438,000
Town of Gilbert	Program Administration	125,000
HOME		
Save the Family	Affordable Rental Unit Creation	300,000
Total FY 2012 Activities		\$ 1,326,220

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
# of persons receiving social services	571	375	368	339
# of households receiving repair and rehab	26	28	40	24
# of households receiving homebuyer counseling or gap financing	13	6	0	0

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
CDBG/HOME	1.50	1.50	1.00	1.00	1.00
Total Personnel	1.50	1.50	1.00	1.00	1.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
CDBG/HOME	530,024	506,978	1,847,130	944,500	1,778,450
Total Expenses	\$ 530,024	\$ 506,978	\$ 1,847,130	\$ 944,500	\$ 1,778,450

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	104,742	98,891	96,790	72,000	80,110
Supplies & Contractual	373,891	344,767	1,260,340	872,500	1,260,340
Capital Outlay	-	-	-	-	-
Transfers Out	51,391	63,320	490,000	-	438,000
Total Expenses	\$ 530,024	\$ 506,978	\$ 1,847,130	\$ 944,500	\$ 1,778,450

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	479,030	511,707	1,357,130	1,357,130	1,357,130
Total Expenses	530,024	506,978	1,847,130	944,500	1,778,450
Net Operating Result	\$ (50,994)	\$ 4,729	\$ (490,000)	\$ 412,630	\$ (421,320)



System Development Fees

PURPOSE STATEMENT

The primary purpose of a system development fee (SDF) is to ensure that the cost of providing infrastructure to new development is paid for by new development and not by the existing community. SDF fee structure design reflects only those costs associated with facility or infrastructure expansion related to new growth.

FEE DESCRIPTIONS

Following are descriptions and fees for a typical single-family residential permit:

Water System \$5,042

The Water SDF is a charge to new development to cover the costs of expanding the water system necessary to serve new growth. The fee design includes additional treatment and storage facilities, distribution infrastructure and production wells. The model includes an assumption that the equivalent residential unit peak demand will be 656 gallons per day.

Water Resources \$1,355

The Water Resource SDF is a charge to new development to cover the costs of acquiring additional water resources necessary to serve new growth. The model includes an assumption that the equivalent residential unit demand annually will be 437 gallons per day.

Wastewater System \$5,866

The Wastewater SDF is a charge to new development to cover the costs of expanding the wastewater system necessary to serve new growth. The fee design includes additional collection infrastructure, treatment facilities, and expansion of the reuse system. The model includes an assumption that the equivalent residential unit generates 232 gallons per day of wastewater.

Police Department \$643

The Police Department SDF is a charge to new development to recover the Town's cost of providing facilities and equipment for police services required to serve new growth.

Fire Department \$1,100

The Fire Department SDF is a charge to new development to recover the cost of fire and emergency services facilities and equipment required to serve new growth.

Traffic Signals \$423

The Traffic Signal SDF is a charge to new development to cover the cost of expanding the traffic signal network. The fee design uses trip generation factors to calculate the number of signals required based on land use patterns.

Parks and Recreation \$4,547

The Parks and Recreation SDF is a charge to new development to recover the costs of expanding parks and recreation facilities, equipment, and infrastructure to serve new growth.

General Government \$708

The General Government SDF is a charge to new development to cover the cost of expanding Gilbert's administrative infrastructure, including Public Works, Courts, Prosecutor, Community Development, and Libraries as required to serve new growth.

BUDGET NOTES

In the spring of 2011, the Arizona State Legislature adopted Senate Bill 1525 which changes many of the statutes governing the imposition and use of local development fees. In response to this new legislation, Gilbert will be updating their System Development Fee study in FY 2012. Funding for this project has been budgeted in the Capital Improvement Program. For more information on this project, please refer to the Capital Improvements Section.



System Development Fees

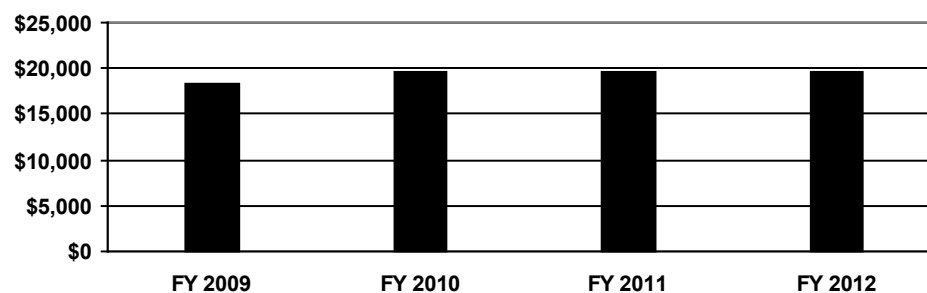
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Solid Waste Container Fee	268,233	142,180	60,000	60,000	155,000
Traffic Signals	1,829,588	110,502	820,000	499,000	574,000
Police Department	2,718,626	2,747,592	2,748,710	2,748,710	2,756,430
Fire Department	639,318	769,675	1,452,610	1,074,610	1,629,580
General Government	2,565,203	2,372,062	2,363,580	2,363,580	2,377,140
Parks and Recreation	3,841,051	5,632,940	9,866,990	6,564,990	8,676,400
Water System	11,743,747	9,452,218	16,355,140	15,133,140	18,419,190
Water Resources	5,114,234	10,520,891	16,449,000	7,853,000	10,702,000
Wastewater System	4,937,124	17,284,364	10,472,860	12,028,860	8,427,000
Total Expenses	\$ 33,657,124	\$ 49,032,424	\$ 60,588,890	\$ 48,325,890	\$ 53,716,740

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Transfers Out	33,657,124	49,032,424	60,588,890	48,325,890	53,716,740
Total Expenses	\$ 33,657,124	\$ 49,032,424	\$ 60,588,890	\$ 48,325,890	\$ 53,716,740

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	20,544,193	31,928,968	31,874,540	31,874,540	31,969,540
Total Expenses	33,657,124	49,032,424	60,588,890	48,325,890	53,716,740
Net Operating Result	\$(13,112,931)	\$(17,103,456)	\$(28,714,350)	\$(16,451,350)	\$(21,747,200)

SDF PER SINGLE FAMILY RESIDENTIAL UNIT



PURPOSE STATEMENT

The Grant fund is required to segregate the costs associated with grant awards from the federal or state government. Grant Funds require meticulous reporting of actual costs for reimbursement requests.

ACCOMPLISHMENTS FY 2011

- ◆ Received \$2,623,883 in grant funds

OBJECTIVES FY 2012

- ◆ Completion of Single Audit Report with no findings

BUDGET NOTES

Included in the FY 2012 budget is a transfer of \$2,697,000 from the LTAF II funds to the General Fund. This represents the local match from the General Fund that was transferred at the time of receiving the grant funds. If any projects are identified that can be constructed using LTAF II funds, the local match will need to be transferred back to the Grant Fund. The grant fund also includes a contingency of \$5,000,000 for unknown grants at the time of budget adoption. A like amount is also budgeted for revenue. Departments apply for grants as opportunities arise. All requests for grants must be presented to Council prior to submitting an application.

Budgeted Expenditures by Grant

<u>Grant Description</u>	<u>Expense Amount</u>
LTAF II Match to General Fund	\$ 2,697,000
Contingency	5,000,000
Total Grant Expenditures	\$ 7,697,000

Grants

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Grants	1.00	0.00	0.00	0.00	0.00
Total Personnel	1.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Grants	1,586,999	1,674,018	7,697,000	5,000,000	7,697,000
Total Expenses	\$ 1,586,999	\$ 1,674,018	\$ 7,697,000	\$ 5,000,000	\$ 7,697,000

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	109,308	257,570	-	-	-
Supplies & Contractual	714,040	242,381	5,000,000	5,000,000	5,000,000
Capital Outlay	720,113	764,530	-	-	-
Transfers Out	43,538	409,537	2,697,000	-	2,697,000
Total Expenses	\$ 1,586,999	\$ 1,674,018	\$ 7,697,000	\$ 5,000,000	\$ 7,697,000

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,239,576	1,892,261	5,000,000	5,000,000	5,000,000
Total Expenses	1,586,999	1,674,018	7,697,000	5,000,000	7,697,000
Net Operating Result	\$ 652,577	\$ 218,243	\$ (2,697,000)	\$ -	\$ (2,697,000)

PURPOSE STATEMENT

Special Districts are established to pay for specific statute allowed expenses. Gilbert has funds for parkway improvement districts and street light improvement districts. The revenue for these districts is a levy amount on the annual property tax bill of the homeowners within the district.

FUND DESCRIPTIONS

Street Light Improvement Districts

Gilbert uses Street Light Improvement Districts (SLID) to recover the electric costs of streetlights installed within subdivisions and business parks through the community. This is part of the established policy of assuring that growth pays its own way as development occurs within the community. There are currently approximately 330 SLIDs, and more are added annually.

The Council adopted an FY 2012 budget of \$1,636,240 and a levy of \$1,431,360. The levy is assessed to property tax parcels within each district based upon the relative value of each parcel.

Parkway Improvement Districts

Gilbert has eleven subdivisions which use a Parkway Maintenance Improvement District (PKID) for maintenance of their drainage, retention, and off-site improvements. All other subdivisions approved since 1983 meet this maintenance obligation through Homeowner's Associations.

The costs of each PKID are recovered through special assessments which are levied on a per lot basis each year.

Gilbert has historically provided the levels of service sought by the neighborhoods. Recent improvements include: landscape renovations, play structure replacement, irrigation improvements, and common wall renovations.

The amount levied in FY 2012 is \$1,107,490. The anticipated expenditures are \$1,191,270. The levy is based on prior year collections and adjustments for budget to actual expenses for prior years.



Special Districts

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Street Light Improvement	0.00	0.00	0.00	0.00	0.00
Parkway Improvement	0.00	2.60	2.60	2.60	2.60
Total Personnel	0.00	2.60	2.60	2.60	2.60

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Street Light Improvement	1,443,604	1,447,121	1,755,860	1,478,830	1,636,240
Parkway Improvement	1,106,509	1,328,871	1,479,450	1,321,400	1,191,270
Total Expenses	\$ 2,550,113	\$ 2,775,992	\$ 3,235,310	\$ 2,800,230	\$ 2,827,510

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	154,064	163,220	163,220	162,540
Supplies & Contractual	2,550,113	2,621,928	3,072,090	2,637,010	2,664,970
Capital Outlay	-	-	-	-	-
Transfers Out	-	-	-	-	-
Total Expenses	\$ 2,550,113	\$ 2,775,992	\$ 3,235,310	\$ 2,800,230	\$ 2,827,510

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	2,294,362	2,956,403	3,033,080	3,033,080	2,538,850
Total Expenses	2,550,113	2,775,992	3,235,310	2,800,230	2,827,510
Net Operating Result	\$ (255,751)	\$ 180,411	\$ (202,230)	\$ 232,850	\$ (288,660)



Police Impound

PURPOSE STATEMENT

ARIZONA REVISED STATUTES (ARS) 28-3511 requires the mandatory tow and 30-day impound of vehicles when the driver commits certain civil traffic and criminal traffic offenses. Under the law anyone of interest in the vehicle may request a hearing for the release of it.

During the hearings, the hearing coordinator will determine if the vehicle was towed properly, and if not, facilitate the release immediately without cost to the owner. In some situations, vehicles are eligible for early release. If the vehicle is not eligible, a hearing is still required to get the vehicle back after the 30-day impound. A \$150 administration fee will be collected upon every vehicle release and placed into the vehicle impound fund to cover employee and related equipment costs.

ACCOMPLISHMENTS FY 2011

- ◆ Conducted over 2,300 tow hearings
- ◆ Hired and trained a new Office Assistant
- ◆ Issued citations for violators of ARS-3512J

OBJECTIVES FY 2012

- ◆ Conduct fair and proper hearings
- ◆ Assist in training departmental employees and provide updates on law changes

BUDGET NOTES

Transfers of \$55,920 to the General Fund were included in the FY 2012 budget. The transfers compensate the General Fund for the time spent by officers when making the initial traffic stop when a vehicle must be impounded. In addition, a one-time expenditure of \$33,000 was budgeted for a vehicle. There were no personnel salary increases or additional staffing budgeted for FY 2012.

<i>PERFORMANCE MEASURES</i>	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Number of Tow Hearings Conducted	2,571	2,317	2,829	3,112
Number of Proper Tows	2,986	2,645	3,614	3,975
Number of Vehicles Eligible for Early Release	1,805	1,730	2,185	2,404



Police Impound

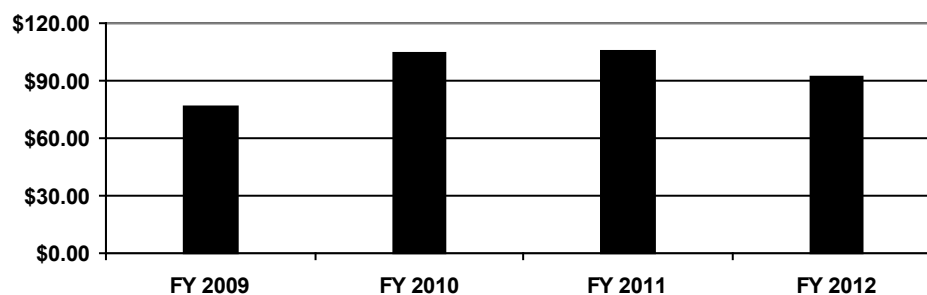
PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Police Impound	4.00	4.00	4.00	4.00	4.00
Total Personnel	4.00	4.00	4.00	4.00	4.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Police Impound	195,981	298,646	353,320	353,320	343,200
Total Expenses	\$ 195,981	\$ 298,646	\$ 353,320	\$ 353,320	\$ 343,200

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	166,736	207,408	232,460	232,460	222,340
Supplies & Contractual	29,245	34,542	31,940	31,940	31,940
Capital Outlay	-	-	33,000	33,000	33,000
Transfers Out	-	56,696	55,920	55,920	55,920
Total Expenses	\$ 195,981	\$ 298,646	\$ 353,320	\$ 353,320	\$ 343,200

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	407,437	317,882	320,000	320,000	320,000
Total Expenses	195,981	298,646	353,320	353,320	343,200
Net Operating Result	\$ 211,456	\$ 19,236	\$ (33,320)	\$ (33,320)	\$ (23,200)

COST PER TOW HEARING



PURPOSE STATEMENT

These funds provide distinct accounting for specific activities. All activities in the Special Revenue Funds have specific sources of revenue identified. A majority of the revenue must be from outside sources in order to qualify as a Special Revenue Fund.

FUND DETAIL

Public Safety Funds

Contributions to support awards and expenses for special activities such as victim assistance.

Confiscated Funds

Dollars provided through confiscation of property by the Police Department.

Public Safety Security

Companies contract for security and pay a flat hourly rate. Security is provided during construction and at special events.

JCEF Funds

Judicial Collection Enforcement Fund is a mandatory fee established by the State of Arizona. When a defendant is placed on a payment plan or fails to appear in Civil Traffic Court, the fee is imposed. This is a restricted fund which requires prior authorization from the State through a grant process to expend funds.

Fill the Gap

This fee is mandated by the State of Arizona. The purpose is to set aside funds to assist the Municipal Court in times when there is insufficient funding for projects. This is a restricted fund which requires prior authorization from the State through a grant process to expend funds.

Court Automation Fund

When a defendant attends traffic school, 25% of the fee received is deposited into the Court Automation Fund. This is a non-restricted fund that is authorized by municipal code and statute.

Court Enhancement Fund

This fee was established to further court operations. It is assessed on a per charge basis when a fine is imposed. This is a non-restricted fund that is authorized by municipal code and statute.

Community Support

Community donations to support events such as the Global Village Festival.

Cable TV

Contribution for purchase of cable equipment.

Santan Mitigation

Contribution from SRP to offset homeowners associations' landscaping costs on subdivisions that are located next to the Santan Generating Plant.



Other Special Revenue

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Court Enhancement	1.00	1.00	1.00	1.00	1.00
Court JCEF	1.00	1.00	1.00	1.00	1.00
Fill the Gap	0.00	0.50	0.50	0.50	0.50
Total Personnel	2.00	2.50	2.50	2.50	2.50

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Special Revenue	2,578,892	2,437,763	1,529,930	1,529,930	1,649,580
Total Expenses	\$ 2,578,892	\$ 2,437,763	\$ 1,529,930	\$ 1,529,930	\$ 1,649,580

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	1,074,672	1,082,807	954,870	954,870	956,520
Supplies & Contractual	1,358,469	1,208,005	355,060	355,060	563,060
Capital Outlay	-	-	-	-	-
Transfers Out	145,751	146,951	220,000	220,000	130,000
Total Expenses	\$ 2,578,892	\$ 2,437,763	\$ 1,529,930	\$ 1,529,930	\$ 1,649,580

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	1,847,493	1,953,270	1,296,780	1,291,780	1,491,780
Total Expenses	2,578,892	2,437,763	1,529,930	1,529,930	1,649,580
Net Operating Result	\$ (731,399)	\$ (484,493)	\$ (233,150)	\$ (238,150)	\$ (157,800)

Capital Improvements

Capital Projects Administration
Capital Improvements Overview
Capital Improvement Maintenance Costs
Capital Improvement Detail



Capital Projects Administration

PURPOSE STATEMENT

Provide efficient and safe public infrastructure improvements including streets, water, sanitary sewer, reclaimed water, storm drainage, and traffic signals while balancing the impacts to the environment and adjacent land owners, residents, and businesses.

ACCOMPLISHMENTS FY 2011

- ◆ Completed design of 11 CIP projects
- ◆ Completed construction of ten CIP projects with total projects costs of \$60 million
- ◆ Started construction on ten CIP projects with an estimated total project costs of \$46 million
- ◆ Completed the 2011-2016 CIP Update
- ◆ Oversaw construction projects in 11 Parkway Maintenance Improvement Districts

OBJECTIVES FY 2012

- ◆ Complete design of 15 CIP projects
- ◆ Complete construction of 16 CIP projects with an estimated total projects costs of \$80 million
- ◆ Start construction on 14 CIP projects with an estimated total project costs of \$56 million
- ◆ Oversee construction projects in five Parkway Maintenance Improvement Districts

BUDGET NOTES

Capital Projects Administration works in conjunction with the Engineering Services Division of Development Services. There are two components of the Administration budget, internal construction management and external construction management. The external component is contracted through Arcadis. This contract expires in June 2012. All expenditures in the Administration cost center are 100% allocated to the various capital projects based on time spent managing the projects. There were no personnel salary increases for FY 2012.

PERFORMANCE MEASURES	Actual FY 2009	Actual FY 2010	Projected FY 2011	Anticipated FY 2012
Total project costs of CIP projects with construction complete in fiscal year	*	*	\$99,000,000	\$80,000,000
<i>*New measure; data not available</i>				



Capital Projects Administration

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Capital Projects Administration	0.00	0.00	4.40	4.75	4.75
Total Personnel	0.00	0.00	4.40	4.75	4.75

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Capital Projects Administration	-	-	808,800	931,600	869,420
Improvement District Reserve	1,972,580	-	50,059,590	-	95,745,430
Streets CIP	51,686,658	48,046,985	92,244,080	36,967,000	76,950,000
Traffic CIP	2,406,487	458,239	1,570,000	623,000	1,207,000
Redevelopment CIP	2,308,685	1,590,493	8,236,000	342,000	7,411,000
Municipal Facilities CIP	3,662,061	219,223	5,312,140	907,000	6,434,000
Water CIP	56,752,968	14,650,184	25,973,000	10,565,000	23,154,000
Wastewater CIP	(1,384,440)	7,799,946	1,242,000	2,083,000	343,000
Storm Water CIP	718	80,277	-	-	-
Parks and Recreation CIP	67,628,300	1,779,180	7,016,000	1,328,000	4,934,000
Total Expenses	\$185,034,017	\$ 74,624,527	\$ 192,461,610	\$ 53,746,600	\$ 217,047,850

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	381,330	381,330	424,150
Supplies & Contractual	828,349	-	761,150	550,270	445,270
Capital Outlay	187,874,709	73,304,425	190,513,730	51,883,230	215,309,030
Transfers Out	(3,669,041)	1,320,102	805,400	931,770	869,400
Total Expenses	\$185,034,017	\$ 74,624,527	\$ 192,461,610	\$ 53,746,600	\$ 217,047,850

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	338,724,122	48,862,292	109,226,690	47,776,170	158,635,820
Total Expenses	185,034,017	74,624,527	192,461,610	53,746,600	217,047,850
Net Operating Result	\$153,690,105	\$ (25,762,235)	\$ (83,234,920)	\$ (5,970,430)	\$ (58,412,030)

Note: Revenues, such as those from bond proceeds, are not always spent in the year in which they are received. The negative net operating result is shown because of utilization of bond proceeds from prior years.



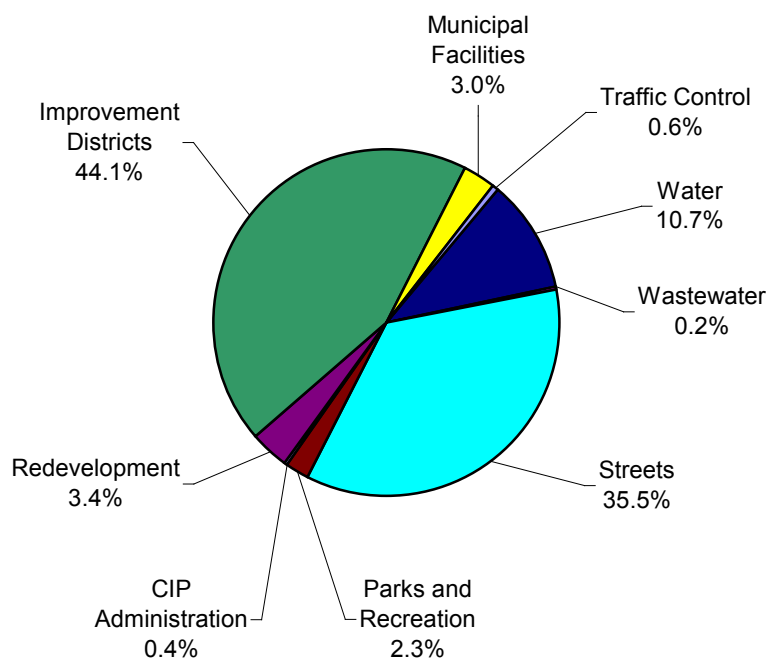
Capital Improvements Overview

Capital Improvement projects are reviewed on an annual basis. Before each project is allowed to move forward, it must be demonstrated that the capital funding is assured and that the ongoing maintenance and operating requirements can be sustained within forecast operating resources. The Council adopted the Capital Improvement Plan and Five-Year Program in June 2011. The first year of the five-year program is included in the FY2012 budget. The remaining years are found in a separate document, and are incorporated into the Town's long-range financial forecasts.

The following table shows the project breakdown category and amount:

CIP Administration	\$ 869,420
Improvement Districts	95,745,430
Streets	76,950,000
Traffic Control	1,207,000
Redevelopment	7,411,000
Municipal Facilities	6,434,000
Water	23,154,000
Wastewater	343,000
Parks and Recreation	4,934,000
Total Capital Projects	\$ 217,047,850

The following graph shows the project breakdown by category and percentage of total capital improvements scheduled for FY 2012:





Maintenance Costs

Future operating costs for capital projects are included in the planning phase and must be included in the operating departments once the project is completed. Below is a summary table that provides the future operating impacts for projects which are currently under construction.

<u>Category</u>	<u>2011-12</u>	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	<u>2015-16</u>	<u>Cumulative Total</u>
Improvement Districts	-	-	-	-	-	\$ -
Streets	49,000	606,000	620,000	893,000	921,000	\$ 3,089,000
Traffic Control	8,000	19,000	27,000	51,000	60,000	\$ 165,000
Redevelopment	11,000	19,000	32,000	32,000	32,000	\$ 126,000
Municipal Facilities	2,000	72,000	78,000	141,000	1,847,000	\$ 2,140,000
Water	3,000	51,000	121,000	517,000	523,000	\$ 1,215,000
Wastewater	3,000	3,000	3,000	3,000	5,000	\$ 17,000
Storm Water	-	-	-	1,000	1,000	\$ 2,000
Parks and Recreation	47,000	54,000	57,000	94,000	489,000	\$ 741,000
Total Operating Costs	\$ 123,000	\$ 824,000	\$ 938,000	\$ 1,732,000	\$ 3,878,000	\$ 7,495,000

For FY 2012, there is \$123,000 in maintenance costs added to the budget for projects which are currently under construction or were completed last fiscal year. These maintenance costs have been included in the operating budget for their respective departments. The following table details the make-up of these costs:

<u>Category</u>	<u>Personnel</u>	<u>Contractual</u>	<u>Supplies</u>	<u>Utilities</u>	<u>Insurance</u>	<u>Total</u>
Improvement Districts	-	-	-	-	-	\$ -
Streets	-	46,000	-	3,000	-	\$ 49,000
Traffic Control	-	-	4,000	4,000	-	\$ 8,000
Redevelopment	-	8,000	3,000	-	-	\$ 11,000
Municipal Facilities	-	-	1,000	1,000	-	\$ 2,000
Water	-	3,000	-	-	-	\$ 3,000
Wastewater	-	2,000	1,000	-	-	\$ 3,000
Storm Water	-	-	-	-	-	\$ -
Parks and Recreation	-	47,000	-	-	-	\$ 47,000
Operating Costs	\$ -	\$ 106,000	\$ 9,000	\$ 8,000	\$ -	\$ 123,000

The Town of Gilbert's Capital Improvement Plan has long been a model of growth and expansion. Projects to date have not resulted in decrease to maintenance costs. As the Town approaches build-out, certain projects included in reconstruction would likely result in some decreases to maintenance costs. Maintenance projects will reflect those decreases at that time.



Capital Improvement Detail

Improvement Districts

Improvement Districts

For FY2012, the Town established an allowance of \$95,745,430 for potential expenditures for new improvement districts. Since Arizona Statutes do not permit increasing the budget once adopted, Gilbert adopts an amount for potential improvement districts so the process is not slowed by budget constraints. Funding for any such expenditures would be provided by the district.

2011-12 Expenditures	\$95,745,430	Annual Maintenance	
2011-12 Funding		No maintenance costs associated with this project.	
Special Assessment Bonds	\$95,745,430		
Total Project Cost	\$95,745,430		

Streets

ST049 - Williams Field – Gilbert to Eastern Canal

Complete Williams Field Road improvements from Gilbert to the Eastern Canal to major arterial standards, including six lanes with a raised landscape median, bike lanes, sidewalks and street lights. The bridge over the Eastern Canal will be widened.

2011-12 Expenditures	\$1,941,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$50,000
2006 GO Bonds 08	\$1,941,000	Utilities	\$5,000
Total Project Cost	\$2,294,000		

ST057 - Greenfield Road – Pecos to Germann

Widen Greenfield Road from Pecos Road to Germann Road to a minor arterial standard, which includes four lanes and a striped two way left turn median, bike lanes, sidewalk, and street lights. Project also includes Greenfield from Germann to the north entrance into the Gilbert Youth Soccer Complex, and a 16-inch waterline in Germann from 156th Street to 164th Street.

2011-12 Expenditures	\$6,459,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$50,000
2007 GO Bonds 08	\$6,020,000	Utilities	\$5,000
Water Fund	\$393,000		
Total Project Cost	\$9,909,000		

ST062 - Higley and Williams Field Improvements

Improvements on Higley Road from Williams Field Road north to the Union Pacific Railroad (UPRR) and south of Williams Field for 660 feet (west half). Also includes improvements on Williams Field from 1,300 feet west of Higley to the UPRR. Improvements will be to the major arterial standard and will include six lanes with a raised landscaped median, bike lanes, street lights, and sidewalks.

2011-12 Expenditures	\$21,723,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$45,000
2006 GO Bonds 08	\$21,623,000	Utilities	\$5,000
Wastewater Fund	\$100,000		
Total Project Cost	\$25,847,000		



Capital Improvement Detail

ST076 - Chandler Heights Road – Val Vista to Greenfield

Complete roadway to full width improvements for a minor arterial from Val Vista Drive to Rockwell Street. Improvements include a four lane section with paved two way left turn lane median, bike lanes, sidewalks and street lights. Includes widening the bridge over the EMF and replacement of the RWCD crossing. Also includes one mile of 16-inch waterline and ¾ mile of 8-inch sewer between Val Vista and Greenfield.

2011-12 Expenditures	\$6,060,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$75,000
2006 GO Bonds 08	\$216,000	Utilities	\$8,000
2007 GO Bonds 08	\$4,894,000		
Water Fund	\$450,000		
Wastewater Fund	\$500,000		
Total Project Cost	\$21,440,000		

ST081 - Queen Creek Road – Val Vista to East Maricopa Floodway

Design and construction of Queen Creek Road from Val Vista Drive to the RWCD Canal and EMF. Improvements are to minor arterial standards including 4 lanes, striped two way left turn median lane, bike lanes, sidewalks and street lights. Includes deck replacement and widening of the EMF bridge and replacement of the RWCD crossing.

2011-12 Expenditures	\$3,500,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$59,000
2007 GO Bonds 08	\$3,500,000	Utilities	\$6,000
Total Project Cost	\$15,300,000		

ST085 - Power and Pecos – UPRR Crossing

Construction of street and railroad crossing improvements at the intersection of Power, Pecos and the Union Pacific Railroad (UPRR) railroad. Improvements will widen this intersection to major arterial roadway standards including six lanes, raised landscaped median, bike lanes, sidewalk and street lights. Includes a traffic signal at Power and Pecos and upgrades to the railroad crossing constructed by UPRR.

2011-12 Expenditures	\$50,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$3,000
2007 GO Bonds 08	\$50,000		
Total Project Cost	\$7,515,000		

ST091 - Cooper and Warner Intersection

Improvements being made to reduce congestion include widening to accommodate dual left-turn lanes in all four directions, additional through and right turn lanes, and related drainage improvements.

2011-12 Expenditures	\$88,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$13,000
2007 GO Bonds 08	\$88,000	Utilities	\$1,000
Total Project Cost	\$7,235,000		

ST094 - Cooper and Guadalupe Intersection

Improvements being made to reduce congestion include widening to accommodate dual left-turn lanes in all four directions, additional through and right turn lanes, and related drainage improvements.

2011-12 Expenditures	\$2,293,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$13,000
2007 GO Bonds 08	\$2,052,000	Utilities	\$1,000
Total Project Cost	\$7,198,000		



Capital Improvement Detail

ST095 - Williams Field Road – UPRR to Power

Complete Williams Field Road improvements from Union Pacific Railroad (UPRR) to Power Road, and Recker Road improvements from Vest Road to the UPRR, to major arterial standards; including six lanes with a raised landscaped median, bike lanes, landscaping, street lights and sidewalks. Project also includes 16" water main in Recker from UPRR to Vest; 16" water main in Williams Field from UPRR to Power; and 15", 12", and 8" sanitary sewers.

2011-12 Expenditures	\$4,439,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$81,000
2006 GO Bonds 08	\$4,439,000	Utilities	\$8,000
Total Project Cost	\$41,700,000		

ST098 - Higley Road – Riggs to Hunt Highway

Complete Higley Road improvements from ¼ mile south of Riggs Road to South of Stacey Road. Higley is a six lane major arterial with a raised landscaped median, bike lanes, sidewalks and streetlights, transitioning to the existing two lane roadway on Hunt Highway. Project includes approximately 1,100 linear feet of 8" sewer line at the southern end.

2011-12 Expenditures	\$90,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project.	
2007 GO Bonds 08	\$90,000		
Total Project Cost	\$8,360,000		

ST100 - Riggs Road – Val Vista to Recker

Complete Riggs Road improvements from Val Vista Drive to Recker Road to major arterial standards consisting of six lanes, raised landscaped median, bike lanes, sidewalks, and streetlights.

2011-12 Expenditures	\$13,728,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$100,000
2006 GO Bonds 08	\$9,154,000	Utilities	\$10,000
2007 GO Bonds 08	\$2,930,000		
Developer Contribution	\$1,000,000		
Water Fund	\$412,000		
Wastewater Fund	\$25,000		
Total Project Cost	\$19,328,000		

ST101 - Greenfield Road – Queen Creek to Chandler Heights

Complete Greenfield Road improvements from Queen Creek Road to Chandler Heights Road to minor arterial standards with four traffic lanes and a striped two way left turn median lane, bike lanes, sidewalk and street lights. From Lonesome Lane to Chandler Heights, the improvements are on a new alignment slightly west of the existing road.

2011-12 Expenditures	\$3,787,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$60,000
2007 GO Bonds 08	\$4,636,000	Utilities	\$6,000
Total Project Cost	\$11,737,000		



Capital Improvement Detail

ST103 - Power Road – Santan Freeway to Pecos

Complete Power Road improvements from the Santan Freeway to Pecos Road to major arterial standards with six lanes with a raised landscaped median, bike lanes, sidewalks, streetlights. Also includes bridge widening over the EMF and RWCD Canal as well as a 12" water line from Williams Field Road to Pecos Road, and 16" reclaimed water line extension to the east side of Power Road.

2011-12 Expenditures	\$7,271,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$175,000
Maricopa County	\$4,447,000	Utilities	\$15,000
City of Mesa	\$5,155,000		
Water Fund	\$50,000		
Total Project Cost	\$26,587,000		

ST111 - Bus Stop Passenger Improvements

Improvements to existing bus stops and construction of new bus stops at various locations throughout Gilbert.

2011-12 Expenditures	\$1,037,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$5,000
MAG RTP Transit Fund	\$884,000		
Total Project Cost	\$1,400,000		

ST119 - PM-10 Paving

This project consists of paving various unpaved streets within Gilbert for compliance with air quality requirements.

2011-12 Expenditures	\$384,000	Annual Maintenance	
2011-12 Funding:		Maintenance costs included in Streets operating budget.	
Federal Grant	\$253,000		
Street Fund	\$122,000		
Total Project Cost	\$1,434,000		

ST140 - Mesquite Sidewalk Improvements

Install missing sidewalk segments along Mesquite Street leading to Mesquite Junior High School.

2011-12 Expenditures	\$265,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$1,000
State Grant	\$244,000		
Street Fund	\$21,000		
Total Project Cost	\$265,000		

ST146 - Higley and Baseline Intersection

Complete the south and east legs of the Higley and Baseline intersection to full improvements for major arterial roadways. Improvements include six lane sections with raised, landscaped median, bike lanes, sidewalks and street lights.

2011-12 Expenditures	\$3,735,000	Annual Maintenance	Streets Fund
2011-12 Funding:		Contractual Services	\$60,000
2007 GO Bonds 08	\$670,000	Utilities	\$6,000
City of Mesa	\$912,000		
Water Fund	\$81,000		
Wastewater Fund	\$135,000		
Total Project Cost	\$4,240,000		



Capital Improvement Detail

ST147 - Intersection & Circulation Improvement Master Plan

The Intersection & Circulation Improvement Master Plan will evaluate the existing intersections and transportation system by identifying key assets and improvement needs. These findings will then be incorporated into a needs assessment and prioritization. This Master Plan will also provide guidance on how intersections and the transportation system should develop and function in the long-term future in the context of other elements of the Town's General Plan.

2011-12 Expenditures	\$100,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project.	
2007 GO Bonds 08	\$100,000		
Total Project Cost	\$100,000		

Traffic Control

TS149 - Riggs and Adora Trails

Design and installation of a minor arterial traffic signal at the intersection of Riggs Road and Adora Trails Boulevard, and connection to the signal system.

2011-12 Expenditures	\$248,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Supplies	\$2,000
Signal SDF	\$248,000	Utilities	\$2,000
Total Project Cost	\$248,000		

TS151 - Gilbert – Mesa Center to Center Communication

Design and installation of conduit and fiber optic cable between the Town of Gilbert Traffic Operations Center and the City of Mesa Traffic Management Center to provide inter-city communication and signal coordination.

2011-12 Expenditures	\$536,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Contractual Services	\$3,000
Federal Grant	\$401,000		
Street Fund	\$42,000		
Total Project Cost	\$546,000		

TS153 - Greenfield and Germann

Design and installation of a major arterial traffic signal at the intersection of Greenfield Road and Germann Road, and connection to the signal system.

2011-12 Expenditures	\$295,000	Annual Maintenance	Streets Fund
2011-12 Funding Sources		Supplies	\$2,000
Signal SDF	\$295,000	Utilities	\$2,000
Total Project Cost	\$295,000		

TS161 - Town-Wide Traffic Signal Timing Study

This project provides the collection of field data, development and implementation of a Synchro model, and development and implementation of signalized intersection timing plans.

2011-12 Expenditures	\$128,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project	
Federal Grant	\$128,000		
Total Project Cost	\$531,000		



Capital Improvement Detail

Redevelopment

RD110 - Vaughn Avenue Parking Structure

Design and construction of a structured parking facility located near Vaughn and Ash on the north side of Vaughn in support of the restaurant and entertainment uses developing in the Heritage District. The garage is planned for 350 spaces in a 3-story structure with restroom facilities and surrounding surface parking.

2011-12 Expenditures	\$7,410,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$50,000
PFMPC-2009 Bonds	\$7,061,000		
Developer Contribution	\$349,000		
Total Project Cost	\$7,940,000		

RD111 - Park and Ride Restroom

Addition of restroom facilities to the Park and Ride located in downtown Gilbert.

2011-12 Expenditures	\$1,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$6,000
State Grant	\$1,000	Utilities	\$2,500
Total Project Cost	\$469,000		

Municipal Facilities

MF017 - Fire Station Emergency Signals

Construction of traffic control signals at Fire Station #10. A station merits installation of a signal when traffic volume or speed increases and prohibits safe entry by emergency vehicles onto the arterial roadway.

2011-12 Expenditures	\$195,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Supplies	\$1,000
Fire SDF	\$195,000	Utilities	\$1,000
Total Project Cost	\$195,000		

MF022 - Fire Station 10

Construction of a new 10,500 square foot, four bay fire station on a three acre site near McQueen and Guadalupe Roads. Land for the site was acquired in 2002 at the east end of the Fiesta Tech Commerce Park.

2011-12 Expenditures	\$3,690,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Personnel	\$1,078,000
Federal Grant	\$2,958,000	Contractual Services	\$15,000
Fire SDF	\$732,000	Supplies	\$140,000
Total Project Cost	\$5,904,000	Utilities	\$22,000
		Insurance	\$8,000

MF049 - Imaging Technology – Phase II

This project continues implementation of imaging technology throughout the organization for electronic records retention.

2011-12 Expenditures	\$150,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$50,000
General Fund	\$150,000	Supplies	\$12,500
Total Project Cost	\$150,000		



Capital Improvement Detail

MF054 - Prosecutor's Office Software Replacement

Replace outdated and no longer supported application software used to manage case information by the Prosecutor's Office with new and more functional application software.

2011-12 Expenditures	\$143,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Maintenance costs included in Prosecutor's operating budget beginning FY2012.	
General Fund	\$143,000		
Total Project Cost	\$190,000		

MF210 - Fire Stations 5 and 6 Improvements

Installation of fuel management systems at Fire Stations 5 and 6, as well as Warner Road and 172nd Street roadway improvements at Fire Station 6.

2011-12 Expenditures	\$22,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project.	
Fire SDF	\$22,000		
Total Project Cost	\$212,000		

MF212 - Fire Hydrant Installations

Installation of fire hydrants and minor water system improvements to subdivisions currently served by Gilbert's water distribution system and annexing into Gilbert.

2011-12 Expenditures	\$341,000	Annual Maintenance	
2011-12 Funding Sources		No material maintenance costs associated with this project.	
General Fund	\$341,000		
Total Project Cost	\$3,253,000		

MF217 - Fire Station 7 – Warner Road

Fire Station 7 is currently located at Cooper and the Western Canal. This location has been found to be inadequate to provide four minute response times to the southwest portion of the response area. A new two story, three bay fire station located near the Cooper and Warner Roads intersection will provide better coverage and assure a more timely response to this area. Budget for FY2011-12 allows for the purchase of land for the new station.

2011-12 Expenditures	\$600,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$1,000
General Fund	\$600,000	Utilities	\$14,000
Total Project Cost	\$5,729,000	Insurance	\$2,000

MF222 - Police Application and Network Support

Upgrade the two factor authentication systems for the Police Department network, replace 105 mobile data computers mounted in Police patrol cars, and upgrade the Police Department's Computer Aided Dispatch (CAD), Mobile, and Records Management System (RMS).

2011-12 Expenditures	\$525,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project.	
State Grant	\$60,000		
General Replacement Fund	\$450,000		
General Fund	\$15,000		
Total Project Cost	\$970,000		



Capital Improvement Detail

MF223 - Topaz Radios

The cities of Mesa, Gilbert, and Apache Junction have formed an East Valley Cooperative to provide radio support and communications infrastructure for the public safety entities of these cities. This covers our police, fire, and public works radio systems. Linking the radio systems of multiple jurisdictions maximizes public safety, promotes interoperability, and fosters regional efficiencies which ultimately better serves our citizens.

2011-12 Expenditures	\$518,000	Annual Maintenance
2011-12 Funding Sources		Maintenance costs are included in the respective departmental budgets.
General Fund	\$963,000	
Public Works Fund	\$27,000	
Total Project Cost	\$6,383,000	

MF225 - System Development Fee Study

This study will evaluate and determine system development fees for future development and necessary infrastructure that will occur Town-wide.

2011-12 Expenditures	\$250,000	Annual Maintenance
2011-12 Funding Sources		No maintenance costs associated with this project.
General Government SDF	\$14,000	
Police SDF	\$8,000	
Fire SDF	\$7,000	
Park SDF	\$136,000	
Signal SDF	\$31,000	
Water SDF	\$24,000	
Wastewater SDF	\$6,000	
Water Resources SDF	\$24,000	
Total Project Cost	\$250,000	

Water

WA020 - Direct System Well

Drilling of three 2.0 MGD direct system wells. Wells were located in the system where required by demand. Includes equipping of one well at Willis and 156th Street including site improvements, well equipment, and 2,800 feet of 24" water line to connect the well to the distribution system constructed by Improvement District 20.

2011-12 Expenditures	\$600,000	Annual Maintenance	Water Fund
2011-12 Funding Sources		Contractual Services	\$3,250
WRMPC-2007 Bonds	\$600,000	Supplies	\$12,250
Total Project Cost	\$4,650,000	Utilities	\$52,500
		Insurance	\$1,000

WA052 - Water Rights

Acquisition of water rights (lease) for 11,640 acre-feet of water.

2011-12 Expenditures	\$10,678,000	Annual Maintenance
2011-12 Funding Sources		No maintenance costs associated with this project.
Water Resource SDF	\$10,678,000	
Total Project Cost	\$40,748,000	



Capital Improvement Detail

WA059 - 2MG Reservoir and Pump Station—Ray and Recker

Design and construction of a 2 million gallon in ground reservoir and pump station to be fed directly from the water system at Ray Road and 174th Street. Includes approximately 1,000 feet of 16" waterline.

2011-12 Expenditures	\$5,570,000	Annual Maintenance	Water Fund
2011-12 Funding Sources		Contractual Services	\$12,000
WRMPC-2007 Bonds	\$1,622,000	Supplies	\$10,000
Water SDF	\$2,903,000	Utilities	\$23,000
Investment Income	\$3,394,000		
Total Project Cost	\$8,700,000		

WA071 - Direct System Well

Design and construction of one 2.0 MGD direct system well. Well will be located in the system where required by demand. The preferred location is in the southwest portion of Gilbert. FY12 funding is for land only.

2011-12 Expenditures	\$265,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Water SDF	\$265,000		
Total Project Cost	\$5,551,000		

WA074 - Reservoir #7 Tank Replacement and Site Improvements

Replacement of an above ground steel tank, installed in 1985, with a new above ground steel tank. In addition, the discharge manifold will be replaced at this site, including valves, pressure gauge, and flow meter. Will also add a chlorinator and Variable Frequency Drives or Soft Start, replace Programmable Logic Controller with Allen Bradley, and replace surge tang with surge anticipation valve.

2011-12 Expenditures	\$1,862,000	Annual Maintenance	
2011-12 Funding Sources		Maintenance costs included in Water Fund operating budget beginning FY2012.	
Water Fund	\$1,862,000		
Total Project Cost	\$4,001,000		

WA075 - Williams Field Road Water Main – Greenfield to Higley

Design and construction of a 16" water main in Williams Field Road from the 20" main crossing beneath the Santan Freeway at Greenfield to a 30" main in Higley, and from Higley to the western edge of the Union Pacific Railroad to connect to the water main.

2011-12 Expenditures	\$605,000	Annual Maintenance	Water Fund
2011-12 Funding Sources		Contractual Services	\$1,000
WRMPC-2007 Bonds	\$605,000		
Total Project Cost	\$1,560,000		

WA076 - Western Canal Water Main –Cooper to McQueen

Design and construction of a 20" water main along the Western Canal from a stub out on the west side of Cooper to a main in McQueen.

2011-12 Expenditures	\$1,230,000	Annual Maintenance	Water Fund
2011-12 Funding Sources		Contractual Services	\$1,000
WRMPC-2007 Bonds	\$1,230,000		
Total Project Cost	\$1,633,000		



Capital Improvement Detail

WA081 - Direct System Well

Design and construction of one 2.0 MGD direct system well. Well will be located in the system where required by demand. Funding for FY12 is for land purchase only.

2011-12 Expenditures	\$264,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Water SDF	\$264,000		
Total Project Cost	\$5,551,000		

WA082 - Sonora Town Water and Wastewater Improvements

Project will replace aging water infrastructure and install an 8" sanitary sewer in the Sonora Town development located at the southwest corner of Warner and Gilbert Roads.

2011-12 Expenditures	\$438,000	Annual Maintenance	Water Fund
2011-12 Funding Sources		Contractual Services	\$1,000
CDBG	\$438,000		
Total Project Cost	\$585,000		

WA089 - Reservoir #3 Tank Replacement and Site Improvements

Reservoir #3 is an above ground 1MG steel tank. Funds in FY12 are for a condition assessment of the tank. The initial assessment is for replacement of the tank with a new above ground steel tank.

2011-12 Expenditures	\$15,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Water Fund	\$15,000		
Total Project Cost	\$4,001,000		

WA090 - North WTP Filter Media Replacement

Replace Anthracite filter media with Granulated Activated Carbon (GAC) in filters #1 through #6, #17 and #18. Establish a REGEN program for existing GAC filters #7 through #16. Funds for FY12 are for an assessment study to determine full scope of services required.

2011-12 Expenditures	\$25,000	Annual Maintenance	
2011-12 Funding Sources		Maintenance costs included in Water Fund operating budget.	
Water Fund	\$25,000		
Total Project Cost	\$338,000		

WA091 - Water Distribution System Assessment

Completion of an in-depth comprehensive assessment of the Gilbert water distribution system, which includes over 1,000 miles of pipeline, over 30,000 valves, and over 10,000 hydrants in addition to other related infrastructure.

2011-12 Expenditures	\$500,000	Annual Maintenance	
2011-12 Funding Sources		Maintenance costs included in Water Fund operating budget.	
Water Fund	\$500,000		
Total Project Cost	\$500,000		

WA092 - North WTP Corrosion Rehabilitation

Gilbert's North Water Treatment Plant has multiple areas where exposed metal surfaces are experiencing varying degrees of corrosion. Areas needing re-coating include clarifiers, filters, bulk storage areas, drying beds, raw water influent trash racks, finish water pump station, and other exposed metal areas to be identified in the scoping stage.

2011-12 Expenditures	\$322,000	Annual Maintenance	
2011-12 Funding Sources		Maintenance costs included in Water Fund operating budget.	
Water Fund	\$322,000		
Total Project Cost	\$322,000		



Capital Improvement Detail

WA095 - Santan Vista WTP Belt Filter Press

Install a belt filter press at the SVWTP to provide a mechanical sludge dewatering process that will increase the decanting and evaporative drying effectiveness.

2011-12 Expenditures \$780,000

2011-12 Funding Sources

City of Chandler \$390,000

Water Fund \$390,000

Total Project Cost \$780,000

Annual Maintenance

Maintenance costs included in Water Fund operating budget beginning FY2012.

Wastewater

WW070 - Candlewood Lift Station and Force Main

Replacement of the Candlewood Lift Station to accommodate future flows per the Water Resources Master Plan. Funds in FY2012 are for pre-design study, site acquisition, and replacement pumps at the existing lift station.

2011-12 Expenditures \$91,000

2011-12 Funding Sources

Wastewater SDF \$91,000

Total Project Cost \$6,414,000

Annual Maintenance

No maintenance costs associated with this phase of the project.

WW081 - East Maricopa Floodway Manhole Replacement

Remove a manhole connected to a 33-inch sewer line from the bottom of the East Maricopa Floodway channel and replace it with two manholes, one on each bank outside the floodway.

2011-12 Expenditures \$252,000

2011-12 Funding Sources

Wastewater Fund \$252,000

Total Project Cost \$298,000

Annual Maintenance

Maintenance costs included in Wastewater Fund operating budget.

Parks and Recreation

PR020 - Elliot District Park – Big League

Funds in FY12 are for outstanding reimbursement for consultant services not yet finalized.

2011-12 Expenditures \$40,000

2011-12 Funding Sources

Park SDF \$40,000

Total Project Cost \$42,720,000

Annual Maintenance

No maintenance costs associated with this project.

PR029 - Santan Vista Trail Phase I – Guadalupe to Warner

Multi-modal Canal trail improvements along the Eastern Canal from Baseline south to Germann. Phase I includes improvements from Guadalupe to Warner to include landscaping, irrigation, concrete pathway, rest areas, lighting, interpretive kiosks, and signage.

2011-12 Expenditures \$1,554,000

2011-12 Funding Sources

Federal Grant \$1,387,000

Parks SDF \$184,000

Total Project Cost \$2,450,000

Annual Maintenance

Contractual Services

Utilities

Insurance

General Fund

\$4,000

\$1,000

\$2,000



Capital Improvement Detail

PR032 - Rittenhouse District Park

The second largest public park in Gilbert (165 acres). Park SDFs shown in FY12 fund the improvements to Power Road. Improvements of arterial street frontage is required of all new development in the community.

2011-12 Expenditures	\$2,355,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Parks SDF	\$2,355,000		
Total Project Cost	\$47,483,000		

PR062 - Powerline Trail Phase IV -- Val Vista to Greenfield

Multi-use trail improvements between Val Vista and Greenfield along the alignment of the powerline easement, which is located midway between Guadalupe and Elliot.

2011-12 Expenditures	\$420,000	Annual Maintenance	General Fund
2011-12 Funding Sources		Contractual Services	\$1,000
Parks SDF	\$420,000	Utilities	\$1,000
Total Project Cost	\$1,886,000	Insurance	\$1,000

PR069 - Hetchler Park

Development of the 55 acres surrounding the Greenfield Water Reclamation Plant and South Area Service Center. Completion of improvements to Queen Creek Road are budgeted in FY12.

2011-12 Expenditures	\$95,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Park SDF	\$95,000		
Total Project Cost	\$19,549,000		

PR087 - Southwest Activity Center/Field Complex

Design and construction of an activity center similar to the McQueen Park facility. Improvements to Chandler Heights are budgeted in FY12.

2011-12 Expenditures	\$115,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this phase of the project.	
Park SDF	\$115,000		
Total Project Cost	\$49,971,000		

PR098 - Pool Repairs – Various Locations

Pool repairs at Mesquite Aquatic Center, Gilbert, Greenfield, Perry, and Williams Field Pools. All five pool sites require Virginia Graeme Baker Act (VGBA) drain cover modification/replacement and sump work. Mesquite Aquatic Center repairs include concrete decking repair, pool plaster replacement, shower room repairs, cool decking replacement, step painting, and slide tower repairs.

2011-12 Expenditures	\$205,000	Annual Maintenance	
2011-12 Funding Sources		No maintenance costs associated with this project.	
2001 GO Bonds 02-03	\$105,000		
Higley USD	\$7,000		
Gilbert Public Schools	\$93,000		
Total Project Cost	\$205,000		

PR099 - Parks and Recreation Master Plan

The Parks and Recreation Master Plan is a planning document that will give direction and a framework for decision-making over a 10-year period. The Master Plan work will include a review of background information, related plans, and public involvement to determine the need for parks and recreation facilities, and develop implementation and funding strategies to accomplish goals and objectives.

2011-12 Expenditures	\$150,000
2011-12 Funding Sources	
2001 GO Bonds 02-03	\$150,000
Total Project Cost	\$150,000

Annual Maintenance

No maintenance costs associated with this project.



Debt Service

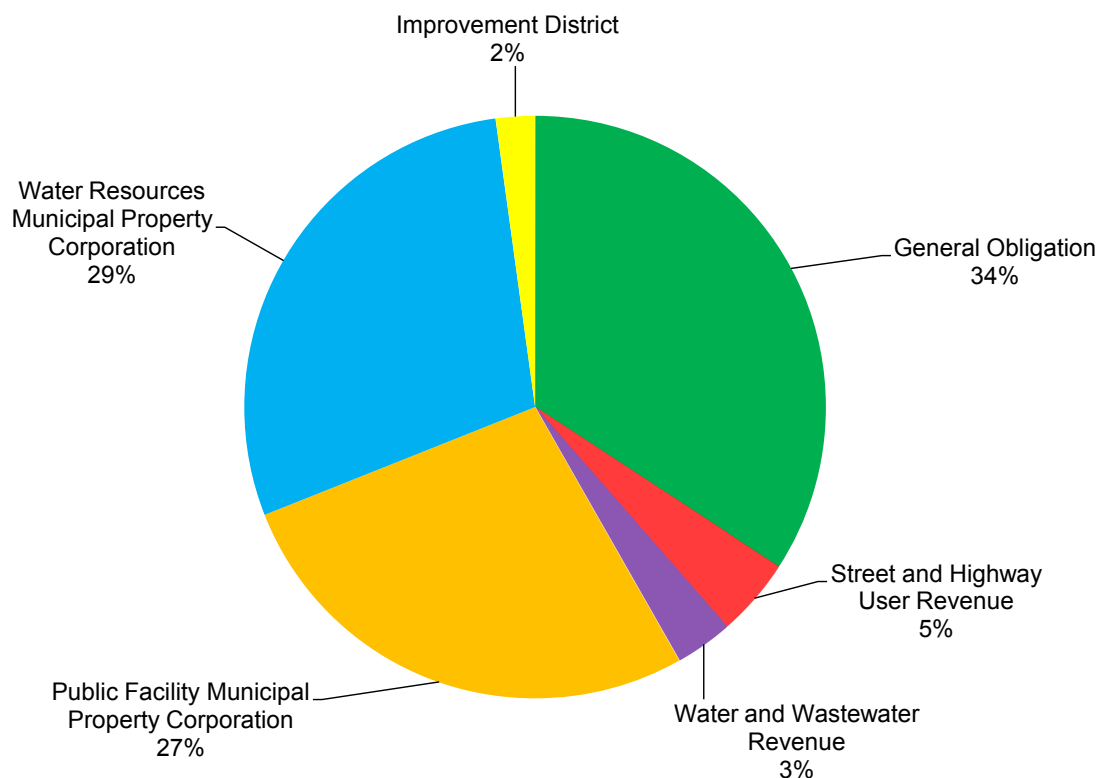
Debt Service Summary
Debt Service Detail
Debt Service Financial

Debt Service

Gilbert issues debt to finance capital project construction. This section of the budget document provides the reader with summary information regarding the type of debt issued, the amount of debt outstanding, the legal limit for general obligation debt, the purpose for that debt, and future debt payment requirements.

The following table indicates what percentage each type of bond represents of the total outstanding debt for Gilbert as of July 1, 2011.

TYPE OF BOND	PRINCIPAL AMOUNT OUTSTANDING
General Obligation	\$ 180,160,000
Street and Highway User Revenue	22,875,000
Water and Wastewater Revenue	16,795,000
Public Facility Municipal Property Corporation	143,270,000
Water Resources Municipal Property Corporation	152,015,000
Improvement District	11,415,000
Total Bonds Outstanding	\$ 526,530,000

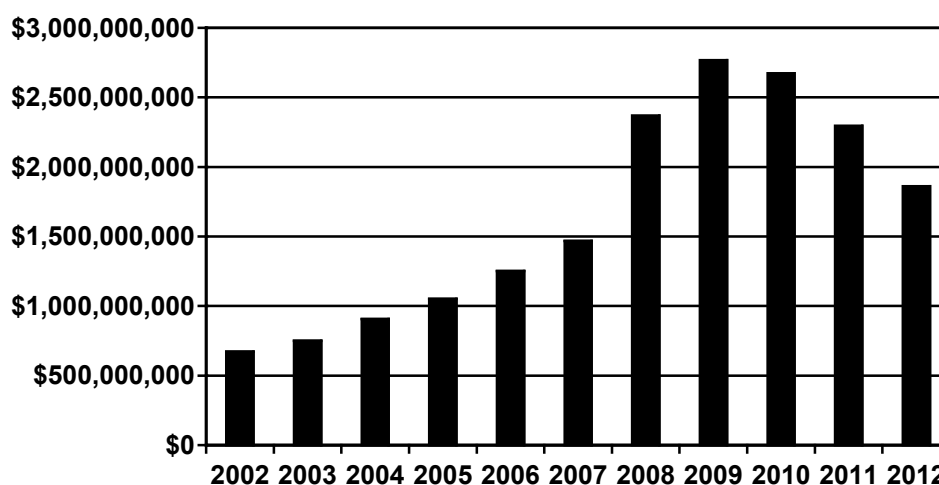


Description of Bond Types

General Obligation (G.O.) Bonds are backed by the full faith and credit of the issuing municipality. The bonds are secured by the property tax of the Town and are limited in capacity based on the Town's secondary assessed valuation as determined by the Maricopa County Assessor. The following table illustrates the changes in secondary assessed valuation over the past ten years and the amount of property tax received to repay debt.

Year	Secondary Assessed Valuation	Percent Change	Property Tax
* Council decreases property tax rate from \$1.25 to \$1.20/\$100			
2001/2002	670,664,757	13.0%	8,047,977
* Council decreases property tax rate from \$1.20 to \$1.15/\$100			
2002/2003	749,581,043	11.8%	8,620,180
2003/2004	906,389,287	20.9%	10,423,000
2004/2005	1,052,321,817	16.1%	12,101,700
2005/2006	1,251,766,000	19.0%	14,395,300
2006/2007	1,466,841,566	17.2%	16,868,678
2007/2008	2,370,221,717	61.6%	27,257,550
2008/2009	2,768,391,194	16.8%	31,836,500
2009/2010	2,672,949,852	-3.4%	30,739,000
2010/2011	2,297,228,317	-14.1%	26,418,130
2011/2012	1,861,193,961	-19.0%	21,403,731

The average annual valuation growth of 13.52% (since 2001) in the Town combined with strategic debt planning has allowed the Town to keep the same property tax rate for 17 years prior to FY 2002 and to decrease the rate to \$1.15 per \$100 in secondary assessed valuation for FY 2003. Debt planning for the next five years is predicated on maintaining the \$1.15 rate. The 19.0% decrease in FY 2012 is reflective of property value declines due to economic conditions relative to the real estate market.

Secondary Assessed Value



Debt Service

The Arizona Constitution and State Statute limits Gilbert's bonded debt capacity to certain percentages of Gilbert's secondary assessed valuation by the type of project to be constructed.

There is a limit of 20% of secondary assessed valuation for projects involving streets, water, sewer, artificial lighting, parks, open space, and recreational facility improvements.

There is a limit of 6% of secondary assessed valuation for any other general-purpose project.

Voter authorization is required before General Obligation Bonds can be issued. In 2001 a Citizens Bond Committee recommended the Council forward to the voters a bond authorization election in the amount of \$57,481,000. The Council approved this action and the bond authorization election was successful. In May 2003, the voters approved general obligation bonds in the amount of \$80 million to pay for street construction and in March 2006, voters approved \$75 million for street improvements and \$10 million for parks and recreation facilities. In November 2007, voters approved \$174 million for street improvements. The following table outlines the remaining authorization for each voter approved election:

<u>Election Date</u>	<u>Authorized</u>	<u>Issued</u>	<u>Remaining 20%</u>
November 2001	\$ 57,481,000	\$ 45,722,000	\$ 11,759,000
May 2003	\$ 80,000,000	\$ 80,000,000	\$ -
March 2006	\$ 85,000,000	\$ 85,000,000	\$ -
November 2007	\$ 174,000,000	\$ 102,990,000	\$ 71,010,000

The information below shows the legal bonding limit for General Obligation bonds as of July 1, 2011.

Debt Capacity with Bond Premiums Included

6% Limitation

FY 2012 Secondary Assessed Valuation	\$1,861,193,961
Allowable 6% Debt	111,671,638
Less: 6% Debt Outstanding	0
Unused 6% Debt Capacity	\$111,671,638

20% Limitation

FY 2012 Secondary Assessed Valuation	\$1,861,193,961
Allowable 20% Debt	372,238,792
Less: 20% Debt Outstanding	(180,160,000)
Unused 20% Debt Capacity	\$192,078,792

The following table provides the detail for the FY 2011 general obligation debt budget. Revenue is provided from the secondary property tax levy.

<u>Issue Name</u>	<u>Debt Issued</u>	<u>Debt Outstanding</u>	<u>Tax Supported Debt Payments</u>
2002 – Series A	\$38,975,000	\$4,245,000	\$4,245,000
2005 – Series D	15,695,000	0	0
GO Refunding Series 2002	20,960,000	6,450,000	2,950,875
1998 – Refunding	8,780,000	0	0
GO Refunding Series 2005	14,115,000	12,715,000	1,615,750
2008	187,990,000	156,750,000	16,028,750
Total General Obligation	\$286,515,000	\$180,160,000	\$24,840,375

The last General Obligation Bond Sale occurred in July 2008. That issue received a Moody's rating of Aa2, which was an upgrade from the previous Aa3 rating.

Street and Highway User Revenue Bonds are special revenue bonds issued specifically for the purpose of constructing street and highway projects. The bonds are secured by gas tax revenues collected by the State and distributed to municipalities throughout the State based on a formula of population and gas sales within the county of origin. These bonds are limited by the amount of HURF revenue received from the State. The annual total debt service must not exceed one-half of the annual HURF revenues received.

The following table illustrates the debt service as a percent of anticipated revenue. In FY 2012 the state shared revenue is anticipated to increase as a result of the 2010 Census.

<i>Year</i>	<i>HURF Revenue</i>	<i>Debt Service</i>	<i>% coverage</i>
FY 2011	10,448,320	3,314,810	33%
FY 2012	11,493,150	3,326,060	33%
FY 2013	11,702,120	3,331,060	29%
FY 2014	12,021,840	3,361,380	28%
FY 2015	12,351,150	3,387,000	27%

Water and Wastewater Revenue Bonds are issued to finance construction of water and wastewater facilities. The debt is repaid through user fees. The voters must approve the bonds. The amount of debt issued is limited by the revenue source to repay the debt.

Water Resources and Public Facilities Municipal Property Corporation Bonds are issued by non-profit corporations created by Gilbert as a financing mechanism for the purpose of funding the construction or acquisition of capital improvement projects. The Municipal Property Corporation is governed by a board of directors consisting of citizens from the community appointed by the Council. These bonds may be issued without voter approval. Water Resources issues are split into two funds based on the revenue source for debt repayment. There is a debt fund for Water projects and a debt fund for Wastewater projects.

Improvement District Bonds are generally issued to repay debt used to finance construction in a designated area within Gilbert. The property owners must agree to be assessed for the repayment of the costs of constructing improvements that benefit the owners' property. Gilbert is ultimately responsible for the repayment of the debt if the property owner does not pay.

The Town currently has two Improvement District bond issues outstanding totaling \$11,415,000.

The following table indicates the principal amount of debt paid annually by type of debt.

YR	General Obligation	Street and Highway	Water and Wastewater	MPC Public Facilities	MPC Water Resources	Improvement District
11/12	16,825,000	2,400,000	1,385,000	9,335,000	3,550,000	400,000
12/13	13,660,000	2,525,000	1,430,000	9,680,000	3,700,000	435,000
13/14	14,365,000	2,650,000	1,500,000	10,085,000	3,875,000	470,000
14/15	12,595,000	2,775,000	1,585,000	7,560,000	4,075,000	475,000
15/16	17,465,000	2,900,000	1,660,000	8,030,000	4,275,000	500,000
16/17	13,200,000	3,050,000	1,745,000	9,040,000	4,500,000	540,000
17/18	14,000,000	3,200,000	1,380,000	10,580,000	4,750,000	575,000
18/19	14,250,000	3,375,000	1,435,000	12,210,000	21,660,000	590,000
19/20	14,800,000		1,500,000	12,855,000	5,225,000	620,000
20/21	15,500,000		1,550,000	11,925,000	5,500,000	665,000
21/22	16,500,000		1,625,000	5,000,000	5,775,000	695,000
22/23	17,000,000			2,850,000	6,075,000	725,000
23/24				5,075,000	6,350,000	765,000
24/25				9,025,000	6,650,000	805,000
25/26				6,575,000	7,000,000	875,000
26-32				22,190,000	51,375,000	2,280,000
	\$180,160,000	\$22,875,000	\$16,795,000	\$143,270,000	\$152,015,000	\$11,415,000

The following table indicates the total interest payments per year by type of debt.

YR	General Obligation	Street and Highway	Water and Wastewater	MPC Public Facilities	MPC Water Resources	Improvement District
11/12	8,195,790	926,060	723,210	7,384,190	6,945,750	574,660
12/13	7,399,530	806,060	681,660	7,050,180	6,791,690	553,260
13/14	6,713,330	711,380	610,160	6,611,900	6,616,190	530,070
14/15	5,981,090	612,000	535,160	6,152,850	6,420,440	505,850
15/16	5,349,500	501,000	455,910	5,789,850	6,208,690	480,860
16/17	4,476,250	385,000	372,910	5,402,230	5,989,320	454,210
17/18	3,816,250	263,000	307,480	4,969,180	5,757,070	425,630
18/19	3,116,250	135,000	252,280	4,458,060	5,514,940	395,760
19/20	2,403,750		194,880	3,863,060	4,442,380	364,740
20/21	1,663,750		133,000	3,223,090	4,174,250	331,790
21/22	1,005,000		69,060	2,679,580	3,892,380	296,920
22/23	510,000			2,429,580	3,611,310	260,510
23/24				2,287,080	3,323,810	222,310
24/25				2,033,330	3,015,060	182,050
25/26				1,582,080	2,682,130	138,970
26-32				1,836,450	7,992,330	164,090
	\$50,630,475	\$4,339,500	\$4,335,710	\$67,752,650	\$82,958,230	\$5,881,670

- Information obtained from Wedbush Morgan Securities



Debt Service

PERSONNEL BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
No Personnel Allocation	0.00	0.00	0.00	0.00	0.00
Total Personnel	0.00	0.00	0.00	0.00	0.00

EXPENSES BY ACTIVITY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
General Obligation	34,798,440	33,456,952	29,577,380	29,577,380	26,306,860
Improvement Districts	400,281	5,797,036	678,450	678,450	975,410
Public Facilities MPC	84,983,942	17,116,927	26,374,800	18,067,390	23,785,850
Water Division MPC	40,738,876	11,897,864	18,458,140	16,522,140	19,024,190
Wastewater Division MPC	10,940,800	4,654,673	9,405,860	9,405,860	8,712,690
Total Expenses	\$171,862,339	\$ 72,923,452	\$ 84,494,630	\$ 74,251,220	\$ 78,805,000

EXPENSES BY CATEGORY	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Personnel	-	-	-	-	-
Supplies & Contractual	70,377,204	65,446,879	72,189,630	72,189,630	67,687,000
Capital Outlay	-	4,885,984	-	-	-
Transfers Out	101,485,135	2,590,589	12,305,000	2,061,590	11,118,000
Total Expenses	\$171,862,339	\$ 72,923,452	\$ 84,494,630	\$ 74,251,220	\$ 78,805,000

OPERATING RESULTS	Actual FY 2009	Actual FY 2010	Budget FY 2011	Projected FY 2011	Budget FY 2012
Total Revenues	147,825,715	64,653,303	72,615,980	72,915,980	66,269,630
Total Expenses	171,862,339	72,923,452	84,494,630	74,251,220	78,805,000
Net Operating Result	\$ (24,036,624)	\$ (8,270,149)	\$ (11,878,650)	\$ (1,335,240)	\$ (12,535,370)

Appendix

Capital Outlay
Personnel Detail
Glossary/Acronyms
Acknowledgements



Capital Outlay

Department		Description	Amount
GENERAL FUND			
			\$ -
Total General Fund Capital			\$ -
GENERAL REPLACEMENT FUND			
1209	Police Patrol	Police Sedan	\$ 47,740
1243	Police Patrol	Police Sedan	47,740
1245	Police Patrol	Police Sedan	47,740
1261	Police Patrol	Police Sedan	47,740
1266	Police Patrol	Police Sedan	47,740
1270	Police Patrol	Police Sedan	47,740
1274	Police Patrol	Police Sedan	47,740
0633	Fire Operations	Fire Van	30,000
0460	Fire Prevention	Fire Vehicle	35,000
0413	Parks and Open Space	Pick-up	30,000
0415	Parks and Open Space	Pick-up	27,000
0489	Parks and Open Space	Pick-up	30,000
0541	Utility Locates	Pick-up	22,000
0611	Utility Locates	Pick-up	22,000
	Non-Departmental	Capital Allowance	2,900,000
Total General Replacement Fund			\$ 3,430,180
STREET FUND			
	Preventative Maintenance	Streets Maintenance	\$ 2,659,360
Total Street Fund Capital			\$ 2,659,360
STREET REPLACEMENT FUND			
0342	Traffic Signal Maintenance	Bucket Truck	\$ 112,000
0624	Traffic Signal Maintenance	Pick-up	30,000
0473	Street Signs	Box Truck	45,000
0561	Street Signs	Box Truck	45,000
	Non-Departmental	Capital Allowance	716,000
Total Street Replacement Fund			\$ 948,000
WATER FUND			
	Water North Plant Production	1-ton truck w/utility bed	\$ 55,000
	Water North Plant Production	Autocrane	20,000
	Well Production	Upgrade 1/2-ton truck	25,000
	Water Distribution	Valve exercise machine	50,000
	Water Distribution	3/4-ton truck	30,000
	Water Distribution	Arm for valve machine	20,000
Total Water Fund Capital			\$ 200,000



Capital Outlay

Department		Description	Amount
WATER REPLACEMENT FUND			
0465	Well Production	Pick-up	\$ 30,000
0508	Well Production	Pick-up	22,000
0424	Water Metering	Pick-up	30,000
0491	Water Metering	Pick-up	22,000
	Non-Departmental	Capital Allowance	2,823,000
Total Water Replacement Fund Capital			\$ 2,927,000
WASTEWATER FUND			
	Wastewater Collection	1-ton truck	\$ 43,000
	Wastewater Collection	Lift Station Pump	79,000
Total Wastewater Fund Capital			\$ 122,000
WASTEWATER REPLACEMENT FUND			
0757	Effluent Re-use	Pick-up	\$ 27,000
	Non-Departmental	Capital Allowance	2,979,000
Total Wastewater Replacement Fund Capital			\$ 3,006,000
SOLID WASTE - RESIDENTIAL			
	Residential Administration	Software System	\$ 325,000
	Recycling	Pick-up	21,000
Total Solid Waste Residential Capital			\$ 346,000
SOLID WASTE - RESIDENTIAL REPLACEMENT			
0767	Residential Collections	Heavy Duty Truck	\$ 180,000
0748	Residential Collections	Refuse Truck	250,000
0485	Residential Collections	Loader	60,000
0627	Uncontained Collections	Loader	52,500
0593	Uncontained Collections	Loader	52,500
	Non-Departmental	Capital Allowance	976,000
Total Solid Waste Residential Replacement Capital			\$ 1,571,000
SOLID WASTE - COMMERCIAL			
			\$ -
Total Solid Waste Commercial Capital			\$ -
SOLID WASTE - COMMERCIAL REPLACEMENT			
	Non-Departmental	Capital Allowance	\$ 160,000
Total Solid Waste Commercial Replacement Capital			\$ 160,000



Capital Outlay

Department	Description	Amount
FLEET		
		\$ -
Total Fleet Capital		\$ -
FLEET REPLACEMENT		
Non-Departmental	Capital Allowance	\$ -
Total Fleet Capital		\$ -
SPECIAL REVENUE		
Police Impound	Sedan	\$ 33,000
Total Special Revenue Capital		\$ 33,000
COPY SERVICES		
Non-Departmental	Capital Allowance	\$ -
Total Copy Services		\$ -
GRANT FUND		
		\$ -
Total Grant Fund Capital		\$ -
CAPITAL PROJECT CAPITAL OUTLAY		\$ 215,309,030
TOTAL CAPITAL OUTLAY		\$ 230,711,570



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
GENERAL FUND					
MANAGEMENT AND POLICY					
Mayor and Council					
Mayor and Council Assistant	1.00	1.00	1.00	1.00	1.00
Total Mayor and Council	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Town Manager:					
Manager					
Town Manager	1.00	1.00	1.00	1.00	1.00
Assistant Manager	1.25	1.25	0.85	2.00	2.00
Chief Technology Officer	1.00	1.00	0.00	0.00	0.00
Management Assistant	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	1.00	1.00	2.00	1.00	1.00
Total Manager	<u>4.25</u>	<u>4.25</u>	<u>3.85</u>	<u>5.00</u>	<u>5.00</u>
Communication					
Assistant Manager	0.25	0.25	0.25	0.00	0.00
Communications Manager	0.00	0.00	0.00	0.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00
AV Specialist	3.00	3.00	3.00	3.00	3.00
Web Specialist	1.00	1.00	1.00	1.00	1.00
Total Communication	<u>5.25</u>	<u>5.25</u>	<u>5.25</u>	<u>5.00</u>	<u>6.00</u>
Intergovernmental					
Assistant Manager	0.25	0.25	0.25	0.00	0.00
Intergovernmental Coordinator	1.00	1.00	1.00	1.00	1.00
Management Assistant	2.00	2.00	2.00	1.00	1.00
Total Intergovernmental	<u>3.25</u>	<u>3.25</u>	<u>3.25</u>	<u>2.00</u>	<u>2.00</u>
Total Town Manager	<u>12.75</u>	<u>12.75</u>	<u>12.35</u>	<u>12.00</u>	<u>13.00</u>
Town Clerk:					
Town Clerk					
Town Clerk	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	3.00	3.00	3.00	3.00	3.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Records Clerk	1.00	0.00	0.00	0.00	0.00
Early Elections Voting Clerk	0.16	0.16	0.16	0.16	0.16
Total Town Clerk	<u>8.16</u>	<u>7.16</u>	<u>7.16</u>	<u>7.16</u>	<u>7.16</u>
Neighborhood Services					
Assistant Manager	0.25	0.25	0.25	0.00	0.00
Neighborhood Services Specialist	2.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
Total Neighborhood Services	<u>3.25</u>	<u>2.25</u>	<u>1.25</u>	<u>1.00</u>	<u>1.00</u>
Total Town Clerk	<u>11.41</u>	<u>9.41</u>	<u>8.41</u>	<u>8.16</u>	<u>8.16</u>
TOTAL MANAGEMENT AND POLICY	<u>25.16</u>	<u>23.16</u>	<u>21.76</u>	<u>21.16</u>	<u>22.16</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
SUPPORT SERVICES					
Support Services Administration					
Support Services Director	1.00	1.00	1.00	1.00	1.00
Total Support Services Administration	1.00	1.00	1.00	1.00	1.00
Facilities Management					
Facilities Maintenance Superintendent	1.00	1.00	0.00	0.00	0.00
Facilities Maintenance Manager	0.00	0.00	1.00	1.00	1.00
Security Systems Technician	1.00	1.00	1.00	1.00	1.00
Senior Building Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Custodian	2.00	2.00	2.00	2.00	2.00
Building Maintenance Worker	4.00	4.00	4.00	4.00	4.00
Total Facilities Management	11.00	11.00	11.00	11.00	11.00
Technology Services:					
Technology Services Administration					
Chief Information Officer	0.00	0.00	0.00	1.00	1.00
Technology Services Manager	1.00	1.00	1.00	0.00	0.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Technology Services Admin	3.00	3.00	3.00	3.00	3.00
Communication Services					
Assistant Technology Services Manager	1.00	0.00	0.00	0.00	0.00
Data Network Administrator	2.00	2.00	0.00	0.00	0.00
Telecom Administrator	2.00	2.00	0.00	0.00	0.00
Infrastructure Administrator	0.00	0.00	4.00	5.00	5.00
Telecom Technician	1.00	1.00	1.00	1.00	1.00
Systems Analyst	0.00	0.00	0.00	1.00	1.00
Radio Communications Administrator	1.00	1.00	1.00	0.00	0.00
Communication Specialist	1.00	1.00	1.00	0.00	0.00
Total Communication Services	8.00	7.00	7.00	7.00	7.00
Application Operations and Support					
Assistant Technology Services Manager	1.00	1.00	1.00	1.00	1.00
Desktop Support Administrator	1.00	1.00	1.00	1.00	1.00
Systems Administrator	3.00	3.00	3.00	3.00	3.00
Systems Analyst	5.00	4.00	4.00	5.00	5.00
PC Technician	7.00	6.00	6.00	5.00	5.00
Help Desk Technician	1.00	1.00	1.00	0.00	0.00
Total Application Operations and Support	18.00	16.00	16.00	15.00	15.00
GIS Operations and Support					
GIS Administrator	1.00	1.00	1.00	1.00	1.00
GIS Database Analyst	1.00	1.00	1.00	1.00	1.00
GIS Technician II	2.00	2.00	2.00	2.00	2.00
GIS Technician I	2.00	2.00	2.00	2.00	2.00
Addressing Technician	2.00	1.00	1.00	1.00	1.00
Total GIS Operations and Support	8.00	7.00	7.00	7.00	7.00
Imaging Support					
Systems Analyst	0.00	1.00	1.00	1.00	1.00
Total Imaging Support	0.00	1.00	1.00	1.00	1.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Total Technology Services	<u>37.00</u>	<u>34.00</u>	<u>34.00</u>	<u>33.00</u>	<u>33.00</u>
Human Resources:					
Personnel Administration					
Personnel and Training Manager	1.00	1.00	0.00	0.00	0.00
Human Resources Manager	0.00	0.00	1.00	1.00	1.00
Personnel Analyst	4.00	4.00	0.00	0.00	0.00
Human Resources Analyst	0.00	0.00	3.00	3.00	3.00
Compensation Administrator	0.00	0.00	0.75	0.00	0.00
Personnel Services Coordinator	1.00	1.00	0.00	0.00	0.00
Human Resources Coordinator	0.00	0.00	1.00	1.00	1.00
Personnel Specialist	1.00	1.00	0.00	0.00	0.00
Human Resources Specialist	0.00	0.00	1.00	1.00	1.00
Employee Relations Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	2.00	2.00
Office Assistant	1.00	1.00	1.00	0.00	0.00
Total Personnel Administration	<u>10.00</u>	<u>10.00</u>	<u>9.75</u>	<u>9.00</u>	<u>9.00</u>
Training and Development					
Employee and OD Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Training and Development	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Risk Management					
Risk and Safety Manager	1.00	1.00	1.00	1.00	1.00
Claims Examiner	1.00	1.00	1.00	1.00	1.00
Environmental & Safety Compliance Coordinator	1.00	1.00	1.00	1.00	1.00
Total Risk Management	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Payroll					
Compensation Administrator	0.00	0.00	0.25	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00	1.00	1.00
Total Payroll	<u>2.00</u>	<u>2.00</u>	<u>2.25</u>	<u>3.00</u>	<u>3.00</u>
Total Human Resources	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.00</u>
TOTAL SUPPORT SERVICES	<u>66.00</u>	<u>63.00</u>	<u>63.00</u>	<u>62.00</u>	<u>62.00</u>
FINANCIAL SERVICES					
Administration					
Finance Director	0.00	0.00	0.00	1.00	1.00
Total Financial Services Administration	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Accounting					
Accounting Administrator	1.00	1.00	1.00	1.00	1.00
Accounting System Analyst	1.00	1.00	1.00	1.00	1.00
Accountant II	1.00	1.00	1.00	1.00	1.00
Accountant I	1.00	1.00	1.00	1.00	1.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Senior Accounting Technician	1.00	1.00	1.00	1.00	1.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Financial Services Manager	1.00	1.00	0.75	0.00	0.00
Total Accounting	10.00	10.00	9.75	9.00	9.00
Purchasing					
Purchasing Specialist	1.00	1.00	1.00	1.00	1.00
Purchasing Administrator	0.00	0.00	0.00	0.00	1.00
Total Purchasing	1.00	1.00	1.00	1.00	2.00
Tax Compliance					
Tax Specialist	1.00	1.00	1.00	1.00	1.00
Tax Auditor	0.00	0.00	1.00	1.00	1.00
Senior Tax Auditor	0.00	0.00	1.00	1.00	1.00
Total Tax Compliance	1.00	1.00	3.00	3.00	3.00
Budget					
Budget Administrator	0.00	0.00	0.00	1.00	1.00
Budget Planning Analyst	2.00	2.00	2.00	3.00	3.00
Administrative Assistant	2.00	2.00	0.00	0.25	0.25
Capital Project Administrator	1.00	1.00	0.00	0.00	0.00
Inspector II	1.00	1.00	0.00	0.00	0.00
Financial Management Coordinator	1.00	0.00	0.00	0.00	0.00
Total Budget	7.00	6.00	2.00	4.25	4.25
Utility Customer Service					
Utilities Billing Administrator	1.00	1.00	0.00	0.00	0.00
Accountant I	1.00	1.00	0.00	0.00	0.00
Utility Service Representative	8.00	8.00	0.00	0.00	0.00
Computer Operations Technician	1.00	1.00	0.00	0.00	0.00
Senior Utility Service Representative	1.00	1.00	0.00	0.00	0.00
Customer Services Representative	1.25	1.25	0.00	0.00	0.00
Total Utility Customer Service	13.25	13.25	0.00	0.00	0.00
TOTAL FINANCIAL SERVICES	<u>32.25</u>	<u>31.25</u>	<u>15.75</u>	<u>18.25</u>	<u>19.25</u>
LEGAL AND COURT					
Prosecutor					
Town Prosecutor	1.00	1.00	1.00	1.00	1.00
Assistant Town Prosecutor II	7.00	7.00	7.00	7.00	7.00
Legal Secretary	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	3.00	3.00	3.00	3.00	3.00
Victim Advocate	1.00	1.00	1.00	1.00	1.00
Office Assistant	3.00	3.00	3.00	3.00	3.00
Total Prosecutor	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>
Municipal Court					
Presiding Judge	1.00	1.00	1.00	1.00	1.00
Municipal Judge	3.00	3.00	3.00	3.00	3.00
Civil Hearing Officer	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00
Deputy Court Administrator	1.00	1.00	1.00	1.00	1.00
Senior Court Services Clerk	5.00	5.00	5.00	5.00	5.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Court Services Clerk	12.00	12.00	12.00	12.00	11.00
Sanctions Coordinator	1.00	1.00	1.00	1.00	1.00
Security Officer	4.00	4.00	4.00	4.00	4.00
Office Assistant	1.00	1.50	1.50	1.50	1.50
Office Assistant	0.50	0.00	0.00	0.00	0.00
Court Interpreter	0.75	0.75	0.75	0.75	0.75
Pro Tem Judge	0.00	0.17	0.17	0.17	0.17
Total Municipal Court	<u>31.25</u>	<u>31.42</u>	<u>31.42</u>	<u>31.42</u>	<u>30.42</u>
TOTAL LEGAL AND COURT	<u>50.25</u>	<u>50.42</u>	<u>50.42</u>	<u>50.42</u>	<u>49.42</u>
DEVELOPMENT SERVICES					
Administration and Customer Service					
Development Services Director	1.00	1.00	1.00	1.00	1.00
Administration and Customer Services Manager	1.00	1.00	1.00	1.00	1.00
Development Services Representative	5.00	5.00	5.00	5.00	5.00
Development Services Records Coordinator	1.00	1.00	1.00	1.00	1.00
Total Administration and Customer Service	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Permitting and Plan Review Services:					
Permitting and Plan Review - Building					
Permit and Plan Review Services Manager	0.30	0.30	0.30	0.30	0.30
Plan Examiner Administrator	0.80	0.80	0.80	0.80	0.80
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Permit Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.30	0.30	0.30	0.30	0.30
Total Permitting and Plan Review - Building	<u>4.40</u>	<u>4.40</u>	<u>4.40</u>	<u>4.40</u>	<u>4.40</u>
Permitting and Plan Review - Fire					
Permit and Plan Review Services Manager	0.20	0.20	0.20	0.20	0.20
Plan Examiner Administrator	0.20	0.20	0.20	0.20	0.20
Administrative Assistant	0.20	0.20	0.20	0.20	0.20
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Total Permitting and Plan Review - Fire	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>
Permitting and Plan Review - Engineering					
Permit and Plan Review Services Manager	0.30	0.30	0.30	0.30	0.30
Town Engineer	1.00	1.00	1.00	0.00	0.00
Associate Engineer	1.00	1.00	1.00	0.00	0.00
Plan Review Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	2.00	2.00	2.00	2.00	2.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Traffic Engineer	1.00	1.00	1.00	0.00	0.00
Senior Traffic Engineering Technician	1.00	1.00	1.00	0.00	0.00
Traffic Safety Assistant	1.00	1.00	1.00	0.00	0.00
Administrative Assistant	0.30	0.30	0.30	0.30	0.30
Total Permitting and Plan Review - Engineering	<u>9.60</u>	<u>9.60</u>	<u>9.60</u>	<u>4.60</u>	<u>4.60</u>
Permitting and Plan Review - Planning					
Permit and Plan Review Services Manager	0.20	0.20	0.20	0.20	0.20
Administrative Assistant	0.20	0.20	0.20	0.20	0.20
Landscape Technician	0.50	0.50	0.50	0.50	0.50



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Plans Examiner	1.00	1.00	1.00	1.00	1.00
Senior Plans Examiner	1.00	1.00	1.00	1.00	1.00
Total Permitting and Plan Review - Planning	2.90	2.90	2.90	2.90	2.90
Total Permitting and Plan Review Services	<u>18.50</u>	<u>18.50</u>	<u>18.50</u>	<u>13.50</u>	<u>13.50</u>
Inspection and Compliance Services:					
Inspection and Compliance - Building					
Inspection and Compliance Services Manager	0.50	0.50	0.50	0.50	0.50
Building Inspection Administrator	0.75	0.75	0.75	0.75	0.75
Administrative Assistant	0.40	0.40	0.40	0.40	0.40
Senior Inspector	2.00	2.00	2.00	2.00	2.00
Inspector II	3.00	3.00	3.00	3.00	3.00
Inspector I	2.00	2.00	2.00	2.00	2.00
Total Inspection and Compliance - Building	8.65	8.65	8.65	8.65	8.65
Inspection and Compliance - Fire					
Inspection and Compliance Services Manager	0.05	0.05	0.05	0.05	0.05
Building Inspection Administrator	0.25	0.25	0.25	0.25	0.25
Inspector II	1.00	1.00	1.00	1.00	1.00
Total Inspection and Compliance - Fire	1.30	1.30	1.30	1.30	1.30
Inspection and Compliance - Engineering					
Inspection and Compliance Services Manager	0.30	0.30	0.30	0.30	0.30
Engineering & Planning Inspection Administrator	0.95	0.95	0.95	0.95	0.95
Inspector II	5.00	5.00	5.00	5.00	5.00
Administrative Assistant	0.40	0.40	0.40	0.40	0.40
Total Inspection and Compliance - Engineering	6.65	6.65	6.65	6.65	6.65
Inspection and Compliance - Planning					
Inspection and Compliance Services Manager	0.05	0.05	0.05	0.05	0.05
Administrative Assistant	0.20	0.20	0.20	0.20	0.20
Landscape Technician	0.50	0.50	0.50	0.50	0.50
Engineering & Planning Inspection Administrator	0.05	0.05	0.05	0.05	0.05
Total Inspection and Compliance - Planning	0.80	0.80	0.80	0.80	0.80
Inspection and Compliance - Code					
Inspection and Compliance Services Manager	0.05	0.05	0.05	0.05	0.05
Code Compliance Administrator	0.80	0.80	0.80	0.80	0.80
Inspector II	1.00	1.00	1.00	1.00	1.00
Inspector I	4.00	4.00	4.00	4.00	4.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	1.00	1.00
Total Inspection and Compliance - Code	7.85	7.85	7.85	7.85	7.85
Inspection and Compliance - Backflow					
Code Compliance Administrator	0.20	0.20	0.00	0.00	0.00
Inspection and Compliance Services Manager	0.05	0.05	0.00	0.00	0.00
Inspector II	2.00	2.00	0.00	0.00	0.00
Total Inspection and Compliance - Backflow	2.25	2.25	0.00	0.00	0.00
Total Inspection and Compliance Services	<u>27.50</u>	<u>27.50</u>	<u>25.25</u>	<u>25.25</u>	<u>25.25</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Planning and Development					
Planning and Development Manager	1.00	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	1.00
Senior Planner	3.00	3.00	3.00	3.00	3.00
Planner II	2.00	2.00	2.00	2.00	2.00
Planning Technician	2.00	2.00	2.00	2.00	2.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Total Planning and Development	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>	<u>10.00</u>
Business Development					
Business Development Manager	1.00	1.00	1.00	1.00	1.00
Business Development Specialist	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Research Analyst	1.00	1.00	1.00	1.00	1.00
Total Business Development	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Engineering Services:					
Engineering Administration					
Town Engineer	0.00	0.00	0.00	1.00	1.00
Total Engineering Administration	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Engineering Development					
Development Engineer	0.00	0.00	0.00	1.00	1.00
Total Engineering Development	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Engineering Traffic					
Town Traffic Engineer	0.00	0.00	0.00	1.00	1.00
Senior Traffic Engineering Technician	0.00	0.00	0.00	1.00	1.00
Traffic Safety Assistant	0.00	0.00	0.00	1.00	1.00
Total Engineering Traffic	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>
Total Engineering Services	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>5.00</u>	<u>5.00</u>
TOTAL DEVELOPMENT SERVICES	<u>69.00</u>	<u>69.00</u>	<u>66.75</u>	<u>66.75</u>	<u>66.75</u>
POLICE DEPARTMENT					
Police Administration					
Police Chief	1.00	1.00	1.00	1.00	1.00
Police Commander	1.00	1.00	0.00	0.00	0.00
Police Lieutenant	0.00	0.00	1.00	1.00	1.00
Legal Advisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	0.00	0.00	0.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.50	0.50	0.50	0.50
Total Police Administration	<u>5.50</u>	<u>5.50</u>	<u>4.50</u>	<u>4.50</u>	<u>4.50</u>
Office of Professional Standards:					
Office of Professional Standards - Internal Affairs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	3.00	3.00	3.00	3.00	3.00
Total OPS - Internal Affairs	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Office of Professional Standards - Hiring/Accreditation					
Policy and Procedure Specialist	1.00	1.00	1.00	1.00	1.00
Polygraph Examiner	1.00	1.00	1.00	1.00	1.00
Background Investigator	2.00	2.00	2.00	2.00	2.00
Total OPS - Hiring/Accreditation	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Office of Professional Standards	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Patrol Services:					
Uniform Patrol					
Police Commander	2.00	2.00	2.00	2.00	2.00
Police Lieutenant	6.00	6.00	4.00	4.00	4.00
Police Sergeant	15.00	15.00	15.00	15.00	15.00
Police Officer	122.00	122.00	122.00	122.00	122.00
Teleserve Operators	9.00	9.00	9.00	9.00	9.00
Administrative Assistant	2.00	2.00	2.00	2.00	2.00
Armorer/Rangemaster	1.00	1.00	1.00	1.00	1.00
Civilian Patrol Assistant	2.00	2.00	2.00	2.00	2.00
Service Aide	2.00	2.00	2.00	2.00	2.00
Total Uniform Patrol	<u>161.00</u>	<u>161.00</u>	<u>159.00</u>	<u>159.00</u>	<u>159.00</u>
Canine Unit					
Police Officer	3.00	3.00	3.00	3.00	3.00
Total Canine Unit	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Traffic Unit					
Police Lieutenant	0.50	0.50	1.00	1.00	1.00
Police Sergeant	2.00	2.00	2.00	2.00	2.00
Police Officer	15.00	15.00	15.00	15.00	15.00
Total Traffic Unit	<u>17.50</u>	<u>17.50</u>	<u>18.00</u>	<u>18.00</u>	<u>18.00</u>
Special Assignment Unit					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	0.50	0.50	0.00	0.00	0.00
Police Officer	6.00	6.00	6.00	6.00	6.00
Total Special Assignment Unit	<u>7.50</u>	<u>7.50</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
Court Support Warrants					
Detention Transport Officer	5.00	5.00	5.00	5.00	5.00
Total Court Support Warrants	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
School Programs					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	11.00	11.00	11.00	11.00	11.00
Total School Programs	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>
Total Patrol Services	<u>206.00</u>	<u>206.00</u>	<u>204.00</u>	<u>204.00</u>	<u>204.00</u>
Police Support Services:					
Records					
Police Records Administrator	1.00	1.00	1.00	1.00	1.00
Records Shift Supervisor	3.00	3.00	3.00	3.00	3.00
Police Records Clerk	12.00	12.00	12.00	12.00	12.00
Total Records	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>	<u>16.00</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Communication					
Communications Administrator	1.00	1.00	1.00	1.00	1.00
Police Communication Shift Supervisor	5.00	5.00	5.00	5.00	5.00
Police Telecommunicator	18.50	18.50	18.50	18.50	18.50
911 Operators	13.50	13.50	13.50	13.50	13.50
Total Communication	38.00	38.00	38.00	38.00	38.00
Property					
Police Property Supervisor	1.00	1.00	1.00	1.00	1.00
Police Property & Evidence Technician	5.00	5.00	5.00	5.00	5.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Property	7.00	7.00	7.00	7.00	7.00
Alarm Management					
Alarm Specialist	1.00	1.00	1.00	1.00	1.00
Total Alarm Management	1.00	1.00	1.00	1.00	1.00
Training and Program Coordination					
Police Training Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Records Clerk	1.00	1.00	1.00	1.00	1.00
Police Sergeant	1.00	1.00	0.00	0.00	0.00
Total Training & Program Coordination	4.00	4.00	3.00	3.00	3.00
Planning and Research					
Records Clerk	1.00	1.00	1.00	1.00	1.00
Planning and Research Coordinator	1.00	1.00	1.00	1.00	1.00
Total Planning and Research	2.00	2.00	2.00	2.00	2.00
Support Administration					
Police Support Services Manager	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	1.00	1.00	1.00
Total Support Administration	0.00	0.00	2.00	2.00	2.00
Crime Prevention					
Crime Prevention Specialist	4.00	4.00	4.00	4.00	4.00
Total Crime Prevention	4.00	4.00	4.00	4.00	4.00
Total Police Support Services	<u>72.00</u>	<u>72.00</u>	<u>73.00</u>	<u>73.00</u>	<u>73.00</u>
Counseling Services					
Counseling Administrator	1.00	1.00	1.00	1.00	1.00
Youth/Family Counselor	6.00	6.00	6.00	6.00	6.00
Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	0.50	0.50	0.50	0.50	0.50
Total Counseling Services	<u>9.50</u>	<u>9.50</u>	<u>9.50</u>	<u>9.50</u>	<u>9.50</u>
Investigations:					
General Investigations					
Police Lieutenant	1.00	1.00	2.00	2.00	2.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total General Investigations	2.00	2.00	3.00	3.00	3.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Special Investigations					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	7.00	7.00	5.00	5.00	5.00
Total Special Investigations	8.00	8.00	6.00	6.00	6.00
Person Crimes - CSCU					
Police Sergeant	2.00	2.00	1.00	1.00	1.00
Police Officer	12.00	12.00	6.00	6.00	6.00
Civilian Investigator	3.00	3.00	3.00	3.00	3.00
Total Person Crimes - CSCU	17.00	17.00	10.00	10.00	10.00
Property Crimes					
Police Sergeant	1.00	1.00	1.00	1.00	1.00
Police Officer	10.00	10.00	9.00	9.00	9.00
Crime Analyst	2.00	2.00	0.00	0.00	0.00
Civilian Investigator	1.00	1.00	0.00	0.00	0.00
Total Property Crimes	14.00	14.00	10.00	10.00	10.00
Intel and Analysis Unit					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Police Officer	0.00	0.00	2.00	2.00	2.00
Crime Analyst	0.00	0.00	2.00	2.00	2.00
Civilian Investigator	0.00	0.00	1.00	1.00	1.00
Total Intel and Analysis Unit	0.00	0.00	6.00	6.00	6.00
Persons Crimes - VCU					
Police Sergeant	0.00	0.00	1.00	1.00	1.00
Police Officer	0.00	0.00	7.00	7.00	7.00
Total Persons Crimes - VCU	0.00	0.00	8.00	8.00	8.00
Total Investigations	<u>41.00</u>	<u>41.00</u>	<u>43.00</u>	<u>43.00</u>	<u>43.00</u>
Emergency Response Unit					
Police Officer (Overtime only)	0.00	0.00	0.00	0.00	0.00
Total Emergency Response Unit	0.00	0.00	0.00	0.00	0.00
TOTAL POLICE DEPARTMENT	<u>342.00</u>	<u>342.00</u>	<u>342.00</u>	<u>342.00</u>	<u>342.00</u>
FIRE DEPARTMENT					
Administration					
Fire Chief	1.00	1.00	1.00	1.00	1.00
Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00
Battalion Chief	1.00	1.00	1.00	1.00	1.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Cooperative Education Student	0.50	0.00	0.00	0.00	0.00
Total Fire Administration	<u>6.50</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Fire Training					
Battalion Chief	1.00	1.00	1.00	1.00	1.00
EMS Specialist	1.00	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	3.00	3.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total Fire Training	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Fire Operations					
Assistant Fire Chief	1.00	1.00	1.00	1.00	1.00
Battalion Chief	7.00	7.00	7.00	7.00	7.00
Fire Captain	42.00	45.00	45.00	45.00	45.00
Fire Engineer	39.00	39.00	39.00	39.00	39.00
Firefighter	84.00	81.00	81.00	81.00	81.00
Fire Equipment Technician	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	1.00	1.00	1.00	1.00
Service Aide	2.00	1.00	1.00	1.00	1.00
Total Fire Operations	<u>178.00</u>	<u>176.00</u>	<u>176.00</u>	<u>176.00</u>	<u>176.00</u>
Fire Prevention and Education:					
Fire Prevention					
Fire Marshal	1.00	1.00	1.00	1.00	1.00
Fire Investigator	2.00	2.00	2.00	2.00	2.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Senior Fire Inspector	2.00	2.00	2.00	2.00	2.00
Total Fire Prevention	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>	<u>5.50</u>
Fire Public Education					
Community Education Coordinator	1.00	1.00	1.00	1.00	1.00
Total Fire Public Education	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Fire Prevention and Education	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>	<u>6.50</u>
Emergency Operations Center					
Emergency Management Coordinator	1.00	1.00	1.00	1.00	1.00
Volunteer Coordinator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Total Emergency Operations Center	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>	<u>2.50</u>
TOTAL FIRE DEPARTMENT	<u>199.50</u>	<u>197.00</u>	<u>197.00</u>	<u>197.00</u>	<u>197.00</u>
PUBLIC WORKS					
Public Works Administration					
Public Works Director	1.00	1.00	0.00	0.00	0.00
Administrative Assistant	5.00	5.00	0.00	0.00	0.00
Office Administrator	1.00	1.00	0.00	0.00	0.00
Inventory Services Specialist	1.00	1.00	0.00	0.00	0.00
Customer Service Representative	4.50	0.00	0.00	0.00	0.00
Utility Services Representative	0.00	4.50	0.00	0.00	0.00
Total Public Works Administration	<u>12.50</u>	<u>12.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Utility Locates					
Utility Locator	4.00	4.00	0.00	0.00	0.00
Utility Field Supervisor	1.00	1.00	0.00	0.00	0.00
Total Utility Locates	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
TOTAL PUBLIC WORKS	<u>17.50</u>	<u>17.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
COMMUNITY SERVICES					
Community Services Administration					
Community Services Director	1.00	1.00	1.00	1.00	1.00
Parks Superintendent	1.00	1.00	0.00	0.00	0.00
Recreation Superintendent	1.00	1.00	0.00	0.00	0.00
Recreation Manager	0.00	0.00	1.00	1.00	1.00
Office Administrator	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	2.00	3.00	2.00	2.00	2.00
Customer Service Representative	2.55	2.55	2.55	2.55	2.55
Total Community Services Administration	<u>8.55</u>	<u>9.55</u>	<u>7.55</u>	<u>7.55</u>	<u>7.55</u>
Parks and Open Space:					
Parks and Open Space					
Parks Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Field Supervisor	3.00	2.40	2.40	2.40	2.40
Senior Parks Ranger	1.00	1.00	1.00	1.00	1.00
Senior Grounds Maintenance Worker	7.00	5.00	5.00	5.00	5.00
Parks Mechanic	1.00	1.00	1.00	1.00	1.00
Spray Technician	1.00	1.00	1.00	1.00	1.00
Building Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Grounds Maintenance Worker	9.96	10.96	10.96	10.96	10.96
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Park Attendant	4.00	2.00	2.00	2.00	2.00
Parks Ranger	3.00	2.00	2.00	2.00	2.00
Total Parks and Open Space	<u>33.96</u>	<u>29.36</u>	<u>29.36</u>	<u>29.36</u>	<u>29.36</u>
PKIDs					
Senior Grounds Maintenance Worker	1.00	0.00	0.00	0.00	0.00
Grounds Maintenance Worker	2.00	0.00	0.00	0.00	0.00
Total PKIDs	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Parks and Open Space	<u>36.96</u>	<u>29.36</u>	<u>29.36</u>	<u>29.36</u>	<u>29.36</u>
Aquatics:					
Gilbert Pool					
Aquatic Facility Technician	0.00	0.05	0.05	0.05	0.05
Assistant Pool Manager	0.12	0.00	0.00	0.00	0.00
Pool Manager	0.16	0.00	0.00	0.00	0.00
Head Coach	0.25	0.00	0.00	0.00	0.00
Assistant Coach	0.37	0.00	0.00	0.00	0.00
Lifeguard/Instructor	1.11	0.00	0.00	0.00	0.00
Lifeguard	0.19	0.00	0.00	0.00	0.00
Total Gilbert Pool	<u>2.20</u>	<u>0.05</u>	<u>0.05</u>	<u>0.05</u>	<u>0.05</u>
Mesquite Pool					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Aquatic Facility Technician	0.30	0.30	0.30	0.30	0.30
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Pool Manager	0.38	0.38	0.38	0.38	0.38
Assistant Pool Manager	0.67	0.67	0.67	0.67	0.67



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Head Coach	0.19	0.19	0.19	0.19	0.19
Assistant Coach	0.53	0.53	0.53	0.53	0.53
Lifeguard/Instructor	2.45	2.45	1.35	1.35	1.35
Lifeguard	2.09	2.09	2.09	2.09	2.09
Senior Recreation Aide	0.24	0.24	0.24	0.24	0.24
Total Mesquite Pool	7.10	7.05	5.95	5.95	5.95
Greenfield Pool					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Aquatic Facility Technician	0.22	0.22	0.22	0.22	0.22
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Pool Manager	0.38	0.38	0.38	0.38	0.38
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.29
Head Coach	0.38	0.38	0.38	0.38	0.38
Assistant Coach	1.06	1.06	1.06	1.06	1.06
Lifeguard/Instructor	2.60	2.60	1.96	1.96	1.96
Lifeguard	0.43	0.43	0.43	0.43	0.43
Total Greenfield Pool	5.61	5.56	4.92	4.92	4.92
Perry Pool					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Aquatic Facility Technician	0.71	0.21	0.21	0.21	0.21
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Pool Manager	0.38	0.38	0.38	0.38	0.38
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.29
Head Coach	0.48	0.48	0.48	0.48	0.48
Assistant Coach	0.96	0.96	0.96	0.96	0.96
Lifeguard/Instructor	2.31	2.31	1.70	1.70	1.70
Lifeguard	0.38	0.38	0.38	0.38	0.38
Total Perry Pool	5.76	5.21	4.60	4.60	4.60
Williams Field Pool					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Aquatic Facility Technician	0.72	0.22	0.22	0.22	0.22
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Pool Manager	0.39	0.39	0.39	0.39	0.39
Assistant Pool Manager	0.29	0.29	0.29	0.29	0.29
Head Coach	0.48	0.48	0.48	0.48	0.48
Assistant Coach	0.96	0.96	0.96	0.96	0.96
Lifeguard/Instructor	2.60	2.60	1.89	1.89	1.89
Lifeguard	0.43	0.43	0.43	0.43	0.43
Total Williams Field Pool	6.12	5.57	4.86	4.86	4.86
Total Aquatics	<u>26.79</u>	<u>23.44</u>	<u>20.38</u>	<u>20.38</u>	<u>20.38</u>
Recreation Centers:					
Community Center					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Custodial Supervisor	1.00	0.30	0.30	0.30	0.30
Custodian	0.75	0.95	0.95	0.95	0.95
Recreation Coordinator	1.30	1.00	1.00	1.00	1.00
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Recreation Leader	1.31	1.31	1.31	1.31	1.31



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Recreation Instructor	1.04	1.04	1.04	1.04	1.29
Total Community Center	6.15	5.30	5.30	5.30	5.55
McQueen Activity Center					
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Custodian	2.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.57	2.00	2.00	2.00	2.00
Custodial Supervisor	0.00	0.30	0.30	0.30	0.30
Administrative Assistant	0.07	0.00	0.00	0.00	0.00
Recreation Leader	2.62	2.62	2.62	2.62	3.04
Recreation Instructor	2.40	2.40	2.40	2.40	2.88
Senior Recreation Leader	0.50	0.50	0.50	0.50	0.50
Total McQueen Activity Center	9.36	9.02	9.02	9.02	9.92
Page Park Center					
Recreation Supervisor	0.03	0.03	0.03	0.03	0.03
Recreation Coordinator	0.14	0.00	0.00	0.00	0.00
Custodian	0.25	0.05	0.05	0.05	0.05
Recreation Leader	0.09	0.09	0.09	0.09	0.09
Recreation Instructor	1.21	1.21	1.21	1.21	0.23
Total Page Park Center	1.72	1.38	1.38	1.38	0.40
Freestone Recreation Center					
Recreation Supervisor	0.19	0.19	0.19	0.19	0.19
Senior Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	1.00	1.00	1.00	1.00
Custodial Supervisor	0.00	0.40	0.40	0.40	0.40
Custodian	2.00	2.00	2.00	2.00	2.00
Senior Recreation Leader	1.34	1.34	1.34	1.34	1.34
Recreation Leader	9.62	9.62	9.62	9.62	9.62
Recreation Instructor	2.49	2.49	2.49	2.49	2.70
Total Freestone Recreation Center	17.64	18.04	18.04	18.04	18.25
Southeast Regional Library					
Recreation Supervisor	0.19	0.19	0.19	0.19	0.19
Senior Recreation Leader	0.35	0.35	0.35	0.35	0.35
Recreation Instructor	0.42	0.42	0.42	0.42	0.42
Recreation Leader	0.57	0.57	0.57	0.57	0.57
Total Southeast Regional Library	1.53	1.53	1.53	1.53	1.53
Total Recreation Centers	36.40	35.27	35.27	35.27	35.65
Recreation Programs:					
Teen Programs					
Recreation Supervisor	0.10	0.00	0.00	0.00	0.00
Recreation Coordinator	0.10	0.00	0.00	0.00	0.00
Senior Recreation Leader	0.06	0.00	0.00	0.00	0.00
Total Teen Programs	0.26	0.00	0.00	0.00	0.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Youth Sports					
Recreation Coordinator	0.90	0.50	0.50	0.50	0.50
Recreation Supervisor	0.40	0.30	0.30	0.30	0.30
Administrative Assistant	0.13	0.00	0.00	0.00	0.00
Senior Recreation Leader	0.58	0.58	0.58	0.58	0.40
Total Youth Sports	2.01	1.38	1.38	1.38	1.20
Adult Sports					
Recreation Coordinator	1.00	0.50	0.50	0.50	0.50
Recreation Supervisor	0.20	0.20	0.20	0.20	0.20
Senior Recreation Leader	1.01	1.01	1.01	1.01	1.01
Total Adult Sports	2.21	1.71	1.71	1.71	1.71
Special Events					
Recreation Coordinator	1.90	1.80	1.80	1.80	1.80
Recreation Supervisor	0.50	0.70	0.70	0.70	0.70
Administrative Assistant	0.50	0.00	0.00	0.00	0.00
Recreation Leader	0.09	0.09	0.09	0.09	0.32
Total Special Events	2.99	2.59	2.59	2.59	2.82
Special Needs Program					
Recreation Coordinator	0.10	0.20	0.20	0.20	0.20
Administrative Assistant	0.05	0.00	0.00	0.00	0.00
Recreation Instructors	0.50	0.50	0.50	0.50	0.38
Total Special Needs Program	0.65	0.70	0.70	0.70	0.58
Outdoor Programs					
Recreation Supervisor	0.19	0.19	0.19	0.19	0.19
Total Outdoor Programs	0.19	0.19	0.19	0.19	0.19
Total Recreation Programs	<u>8.31</u>	<u>6.57</u>	<u>6.57</u>	<u>6.57</u>	<u>6.50</u>
TOTAL COMMUNITY SERVICES	<u>117.01</u>	<u>104.19</u>	<u>99.13</u>	<u>99.13</u>	<u>99.44</u>
TOTAL GENERAL FUND	<u>918.67</u>	<u>897.52</u>	<u>855.81</u>	<u>856.71</u>	<u>858.02</u>
UTILITY ADMINISTRATION FUND					
Utility Customer Service					
Financial Services Manager	0.00	0.00	0.25	0.00	0.00
Utilities Billing Administrator	0.00	0.00	1.00	1.00	1.00
Accountant I	0.00	0.00	1.00	1.00	1.00
Utility Service Representative	0.00	0.00	9.25	9.25	12.75
Computer Operations Technician	0.00	0.00	1.00	1.00	1.00
Senior Utility Service Representative	0.00	0.00	1.00	1.00	0.00
Utility Billing Supervisor	0.00	0.00	0.00	0.00	2.00
Total Utility Customer Service	0.00	0.00	13.50	13.25	17.75



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Public Works Administration					
Public Works Director	0.00	0.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	5.00	5.00	5.00
Office Administrator	0.00	0.00	1.00	1.00	1.00
Inventory Services Specialist	0.00	0.00	1.00	1.00	1.00
Customer Service Representative	0.00	0.00	0.00	0.00	1.00
Utility Services Representative	0.00	0.00	4.50	4.50	0.00
Total Public Works Administration	<u>0.00</u>	<u>0.00</u>	<u>12.50</u>	<u>12.50</u>	<u>9.00</u>
Utility Locates					
Utility Locator	0.00	0.00	4.00	4.00	4.00
Utility Field Supervisor	0.00	0.00	1.00	1.00	1.00
Total Utility Locates	<u>0.00</u>	<u>0.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
TOTAL UTILITY ADMINISTRATION FUND	<u>0.00</u>	<u>0.00</u>	<u>31.00</u>	<u>30.75</u>	<u>31.75</u>
ENTERPRISE OPERATIONS					
Water					
Water Administration					
Water Superintendent	1.00	1.00	0.00	0.00	0.00
Water Manager	0.00	0.00	1.00	1.00	1.00
Water Resources Administrator	1.00	1.00	1.00	1.00	1.00
Total Water Administration	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Water Conservation					
Water Conservation Coordinator	1.00	1.00	1.00	1.00	1.00
Water Conservation Specialist	2.00	2.00	2.00	2.00	2.00
Total Water Conservation	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>
Water Production:					
North Water Plant Production					
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.33
Instrumentation Technician	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Mechanic	2.00	2.00	2.00	2.00	2.00
Water Treatment Plant Operator	8.00	8.00	10.00	10.00	10.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Total North Water Plant Production	<u>15.00</u>	<u>15.00</u>	<u>17.00</u>	<u>17.00</u>	<u>17.33</u>
South Water Plant Production					
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.33
Instrumentation Technician	0.75	1.00	1.00	1.00	1.00
Water Treatment Plant Mechanic	0.75	1.00	1.00	1.00	1.00
Water Treatment Plant Operator	3.75	6.00	6.00	6.00	6.00
Chemist	0.50	1.00	1.00	1.00	1.00
Administrative Assistant	0.25	1.00	1.00	1.00	1.00
Total South Water Plant Production	<u>7.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>	<u>11.33</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Water Well Production					
Well Technician	5.00	5.00	5.00	4.00	4.00
Instrumentation Technician	0.00	0.00	0.00	1.00	1.00
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.34
Senior Utility Worker	1.00	1.00	1.00	1.00	1.00
Total Water Well Production	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.34</u>
Water Quality Assurance					
Water Quality Technician	3.00	3.00	3.00	3.00	3.00
Water Quality Supervisor	1.00	1.00	1.00	1.00	1.00
Chemist	2.00	2.00	2.00	2.00	2.00
Total Water Quality Assurance	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Backflow Prevention					
Code Compliance Administrator	0.00	0.00	0.20	0.20	0.20
Inspection and Compliance Services Manager	0.00	0.00	0.05	0.05	0.05
Inspector II	0.00	0.00	2.00	2.00	2.00
Total Backflow Prevention	<u>0.00</u>	<u>0.00</u>	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>
Total Water Production	<u>35.00</u>	<u>39.00</u>	<u>43.25</u>	<u>43.25</u>	<u>44.25</u>
Water Distribution					
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.00
Senior Utility Worker	4.00	4.00	4.00	4.00	4.00
Utility Worker	8.00	8.00	8.00	8.00	8.00
Total Water Distribution	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>
Water Metering					
Water Service Specialist	2.00	2.00	2.00	2.00	2.00
Meter Services Supervisor	2.00	0.00	0.00	0.00	0.00
Field Supervisor	0.00	2.00	2.00	2.00	2.00
Senior Utility Worker	4.00	4.00	4.00	4.00	4.00
Computer Operations Technician	1.00	1.00	1.00	1.00	1.00
Meter Technician	17.00	17.00	17.00	17.00	17.00
Total Water Metering	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>
Total Water	<u>79.00</u>	<u>83.00</u>	<u>87.25</u>	<u>87.25</u>	<u>88.25</u>
Wastewater					
Wastewater Administration					
Wastewater Superintendent	1.00	1.00	0.00	0.00	0.00
Wastewater Manager	0.00	0.00	1.00	1.00	1.00
Total Wastewater Administration	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Wastewater Collection					
Utility Field Supervisor	2.00	2.00	2.00	2.00	2.00
Senior Utility Worker	6.00	6.00	6.00	6.00	6.00
Instrumentation Technician	0.60	0.60	0.60	0.60	0.60
Lift Station Technician	3.00	3.00	3.00	3.00	4.00
Utility Worker	6.00	6.00	6.00	6.00	6.00
Total Wastewater Collection	<u>17.60</u>	<u>17.60</u>	<u>17.60</u>	<u>17.60</u>	<u>18.60</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Wastewater Reclaimed:					
Effluent Re-use					
Utility Worker	2.00	2.00	2.00	2.00	2.00
Senior Utility Worker	2.00	2.00	2.00	2.00	2.00
Instrumentation Technician	0.40	0.40	0.40	0.40	0.40
Effluent Well Technician	2.00	2.00	2.00	2.00	2.00
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.00
Total Effluent Re-use	7.40	7.40	7.40	7.40	7.40
Effluent Recharge					
Utility Worker	1.00	1.00	1.00	1.00	1.00
Senior Utility Worker	1.00	1.00	1.00	1.00	1.00
Reclaimed Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Utility Field Supervisor	1.00	1.00	1.00	1.00	1.00
Total Effluent Recharge	5.00	5.00	5.00	5.00	5.00
Total Wastewater Reclaimed	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>	<u>12.40</u>
Wastewater Quality					
Pretreatment Program Coordinator	1.00	1.00	1.00	1.00	1.00
Industrial Pretreatment Inspector	1.00	1.00	1.00	1.00	1.00
Wastewater Quality Inspector	4.00	4.00	4.00	4.00	4.00
Total Wastewater Quality	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>
Riparian Programs					
Riparian Program Administrator	0.00	0.00	1.00	1.00	1.00
Recreation Instructors	0.00	0.00	0.68	0.68	0.68
Graduate Intern	0.00	0.00	0.00	0.00	0.00
Community Education Coordinator	0.00	0.00	1.00	1.00	1.00
Naturalist	0.00	0.00	1.00	1.00	1.00
Total Riparian Program	0.00	0.00	3.68	3.68	3.68
Total Wastewater	<u>37.00</u>	<u>37.00</u>	<u>40.68</u>	<u>40.68</u>	<u>41.68</u>
Solid Waste Residential					
Residential Administration					
Solid Waste Superintendent	0.86	0.86	0.00	0.00	0.00
Solid Waste Manager	0.00	0.00	0.86	0.86	0.86
Solid Waste Specialist	0.90	1.00	1.00	1.00	1.00
Service Specialist	0.70	0.88	0.88	0.88	0.88
Customer Service Representative	0.78	0.78	0.78	0.78	0.78
Total Residential Administration	3.24	3.52	3.52	3.52	3.52
Residential Collections					
Field Supervisor	2.00	2.00	2.00	2.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator	26.00	26.00	26.00	26.00	24.00
Solid Waste Crew Leader	1.00	1.00	1.00	1.00	1.00
Solid Waste Maintenance Worker	2.50	2.50	2.50	2.50	2.50
Total Residential Collections	32.00	32.00	32.00	32.00	29.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Uncontained Collections					
Field Supervisor	1.00	1.00	1.00	1.00	1.00
Solid Waste Crew Leader	1.00	1.00	1.00	1.00	1.00
Solid Waste Inspector	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	17.00	17.00	17.00	17.00	17.00
Total Uncontained Collections	20.00	20.00	20.00	20.00	20.00
Recycling					
Field Supervisor	0.70	0.70	0.70	0.70	0.70
Recycling Outreach Specialist	0.00	0.00	0.00	0.00	1.00
Solid Waste Inspector	5.00	5.00	5.00	5.00	5.00
Solid Waste Crew Leader	1.00	1.00	1.00	1.00	1.00
Heavy Equipment Operator	7.00	7.00	7.00	7.00	7.00
Total Recycling	13.70	13.70	13.70	13.70	14.70
Environmental Programs					
HHW Supervisor	1.00	1.00	1.00	1.00	1.00
HHW Technician	1.50	1.50	1.50	1.50	2.50
Administrative Assistant	0.50	0.50	0.50	0.50	0.50
Total Environmental Programs	3.00	3.00	3.00	3.00	4.00
Total Solid Waste Residential	<u>71.94</u>	<u>72.22</u>	<u>72.22</u>	<u>72.22</u>	<u>71.22</u>
Solid Waste Commercial					
Commercial Administration					
Solid Waste Superintendent	0.14	0.14	0.00	0.00	0.00
Solid Waste Manager	0.00	0.00	0.14	0.14	0.14
Solid Waste Specialist	0.10	0.00	0.00	0.00	0.00
Service Specialist	0.30	0.12	0.12	0.12	0.12
Customer Service Representative	0.22	0.22	0.22	0.22	0.22
Total Commercial Administration	0.76	0.48	0.48	0.48	0.48
Commercial Collections					
Field Supervisor	0.30	0.30	0.30	0.30	0.30
Heavy Equipment Operator	4.25	5.00	5.00	5.00	5.50
Total Commercial Collections	4.55	5.30	5.30	5.30	5.80
Commercial Roll Offs					
Heavy Equipment Operator	1.75	1.00	1.00	1.00	1.00
Total Commercial Roll Offs	1.75	1.00	1.00	1.00	1.00
Total Solid Waste Commercial	<u>7.06</u>	<u>6.78</u>	<u>6.78</u>	<u>6.78</u>	<u>7.28</u>
Irrigation Operations					
Senior Streets Maintenance Worker	0.70	0.70	0.00	0.00	0.00
Total Irrigation Operations	<u>0.70</u>	<u>0.70</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
TOTAL ENTERPRISE OPERATIONS	<u>195.70</u>	<u>199.70</u>	<u>206.93</u>	<u>206.93</u>	<u>208.43</u>
STREETS					
Streets Administration					
Streets Superintendent	1.00	1.00	0.00	0.00	0.00
Streets Manager	0.00	0.00	1.00	1.00	1.00
Total Streets Administration	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Streets Maintenance:					
Asphalt Patching					
Field Supervisor	0.25	0.25	0.25	0.25	0.25
Senior Streets Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Total Asphalt Patching	3.25	3.25	3.25	3.25	3.25
Street Cleaning					
Field Supervisor	0.34	0.34	0.34	0.34	0.34
Heavy Equipment Operator	7.00	7.00	7.00	7.00	7.00
Total Street Cleaning	7.34	7.34	7.34	7.34	7.34
Preventive Maintenance					
Field Supervisor	0.33	0.33	0.33	0.33	0.33
Pavement Maintenance Specialist	1.00	1.00	1.00	1.00	1.00
Preventive Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Total Preventive Maintenance	2.33	2.33	2.33	2.33	2.33
Crack Sealing					
Field Supervisor	0.25	0.25	0.25	0.25	0.25
Senior Streets Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Crack Sealing	4.25	4.25	4.25	4.25	4.25
Fog Sealing					
Field Supervisor	0.25	0.25	0.25	0.25	0.25
Senior Streets Maintenance Worker	2.00	2.00	2.00	1.00	1.00
Heavy Equipment Operator	0.00	0.00	0.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Fog Sealing	5.25	5.25	5.25	5.25	5.25
Total Streets Maintenance	<u>22.42</u>	<u>22.42</u>	<u>22.42</u>	<u>22.42</u>	<u>22.42</u>
Street Traffic Control:					
Street Marking					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Streets Maintenance Worker	2.00	0.00	0.00	0.00	0.00
Senior Streets Maintenance Worker	2.00	0.00	0.00	0.00	0.00
Heavy Equipment Operator	2.00	0.00	0.00	0.00	0.00
Total Street Marking	6.50	0.50	0.50	0.50	0.50
Street Signs					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Sign Technician	1.00	1.00	1.00	1.00	1.00
Streets Maintenance Worker	3.00	3.00	3.00	3.00	3.00
Total Street Signs	4.50	4.50	4.50	4.50	4.50
Street Lighting					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Street Light Technician	3.00	3.00	3.00	3.00	3.00
Total Street Lighting	3.50	3.50	3.50	3.50	3.50



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Traffic Signal Maintenance					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Associate Engineer	1.00	1.00	0.00	0.00	0.00
Senior Traffic Engineering Technician	2.00	2.00	0.00	0.00	0.00
Traffic Engineering Technician	1.00	1.00	0.00	0.00	0.00
Traffic Signal Technician	6.00	6.00	6.00	6.00	6.00
Total Traffic Signal Maintenance	10.50	10.50	6.50	6.50	6.50
Traffic Operations Center					
Associate Engineer	0.00	0.00	1.00	0.00	0.00
Assistant Town Engineer	0.00	0.00	0.00	1.00	1.00
Senior Traffic Engineering Technician	0.00	0.00	2.00	2.00	2.00
Traffic Engineering Technician	0.00	0.00	1.00	1.00	1.00
Total Traffic Operations Center	0.00	0.00	4.00	4.00	4.00
Total Street Traffic Control	<u>25.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>
Right of Way Maintenance:					
Landscape Maintenance					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Senior Grounds Maintenance Worker	1.00	1.00	1.00	1.00	1.00
Senior Streets Maintenance Worker	0.30	0.30	0.30	0.30	0.30
Total Landscape Maintenance	1.80	1.80	1.80	1.80	1.80
Shoulder Maintenance					
Field Supervisor	0.50	0.50	0.50	0.50	0.50
Heavy Equipment Operator	2.00	2.00	2.00	2.00	2.00
Total Shoulder Maintenance	2.50	2.50	2.50	2.50	2.50
Concrete Repair					
Field Supervisor	0.33	0.33	0.33	0.33	0.33
Total Concrete Repair	0.33	0.33	0.33	0.33	0.33
Total Right of Way Maintenance	<u>4.63</u>	<u>4.63</u>	<u>4.63</u>	<u>4.63</u>	<u>4.63</u>
Hazard Response					
Field Supervisor	0.25	0.25	0.25	0.25	0.25
Senior Streets Maintenance Worker	2.00	2.00	2.00	2.00	2.00
Total Hazard Response	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>	<u>2.25</u>
TOTAL STREETS	<u>55.30</u>	<u>49.30</u>	<u>49.30</u>	<u>49.30</u>	<u>49.30</u>
INTERNAL SERVICE FUND					
Fleet Maintenance:					
Fleet Maintenance Administration					
Fleet Services Superintendent	1.00	1.00	0.00	0.00	0.00
Administrative Assistant	2.00	2.00	0.00	0.00	0.00
Total Fleet Maintenance Administration	3.00	3.00	0.00	0.00	0.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Fleet Maintenance					
Fleet Services Supervisor	2.00	2.00	0.00	0.00	0.00
Senior Mechanic	2.00	2.00	0.00	0.00	0.00
Parts Acquisition Technician	3.00	3.00	0.00	0.00	0.00
Welder/Mechanic	1.00	1.00	0.00	0.00	0.00
Mechanic	14.00	14.00	0.00	0.00	0.00
Service Aide	1.00	1.00	0.00	0.00	0.00
Total Fleet Maintenance	23.00	23.00	0.00	0.00	0.00
Shop Operations					
Fleet Services Manager	0.00	0.00	0.85	0.85	0.85
Administrative Assistant	0.00	0.00	0.75	0.75	0.75
Fleet Services Supervisor	0.00	0.00	2.00	2.00	2.00
Senior Fleet Technician	0.00	0.00	2.00	2.00	2.00
Welder/Mechanic	0.00	0.00	1.00	1.00	1.00
Fleet Technician	0.00	0.00	14.00	14.00	14.00
Service Aide	0.00	0.00	1.00	1.00	1.00
Total Shop Operations	0.00	0.00	21.60	21.60	21.60
Parts Acquisition					
Fleet Services Manager	0.00	0.00	0.15	0.15	0.15
Administrative Assistant	0.00	0.00	0.75	0.75	1.75
Parts Acquisition Technician	0.00	0.00	3.00	3.00	2.00
Total Parts Acquisition	0.00	0.00	3.90	3.90	3.90
Fuel					
Administrative Assistant	0.00	0.00	0.25	0.25	0.25
Total Fuel	0.00	0.00	0.25	0.25	0.25
Commercial Operations					
Administrative Assistant	0.00	0.00	0.25	0.25	0.25
Total Commercial Operations	0.00	0.00	0.25	0.25	0.25
TOTAL INTERNAL SERVICE	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>	<u>26.00</u>
SPECIAL REVENUE					
CDBG/HOME Administration					
Community Development Specialist	1.00	1.00	1.00	1.00	1.00
Community Development Assistant	0.50	0.50	0.00	0.00	0.00
Total CDBG Administration	1.50	1.50	1.00	1.00	1.00
Riparian Programs					
Riparian Program Administrator	1.00	1.00	0.00	0.00	0.00
Recreation Instructors	0.68	0.68	0.00	0.00	0.00
Community Education Coordinator	1.00	1.00	0.00	0.00	0.00
Naturalist	0.00	1.00	0.00	0.00	0.00
Park Ranger	1.00	0.00	0.00	0.00	0.00
Total Riparian Program	3.68	3.68	0.00	0.00	0.00
Police Impound Fund					
Towing/Hearing Specialist	2.00	2.00	2.00	2.00	2.00
Tow Program Supervisor	1.00	1.00	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	1.00	1.00
Total Police Impound Fund	4.00	4.00	4.00	4.00	4.00



Personnel Detail

	<u>Actual FY 2009</u>	<u>Actual FY 2010</u>	<u>Budget FY 2011</u>	<u>Revised FY 2011</u>	<u>Budget FY 2012</u>
Parkway Maintenance Improvement District					
Senior Grounds Maintenance Worker	0.00	1.00	1.00	1.00	1.00
Grounds Maintenance Worker	0.00	1.00	1.00	1.00	1.00
Field Supervisor	0.00	0.60	0.60	0.60	0.60
Total PKID	0.00	2.60	2.60	2.60	2.60
Grants:					
Police Grant					
Police Officer	1.00	0.00	0.00	0.00	0.00
Total Police Grant	1.00	0.00	0.00	0.00	0.00
Total Grants	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Court Enhancement Fund					
Court Services Clerk	1.00	1.00	1.00	1.00	1.00
Total Court Enhancement Fund	1.00	1.00	1.00	1.00	1.00
Judicial Collection Enhancement					
Systems Analyst	1.00	1.00	1.00	1.00	1.00
Total Judicial Collection Enhancement	1.00	1.00	1.00	1.00	1.00
Fill the Gap					
Office Assistant	0.00	0.50	0.50	0.50	0.50
Total Fill the Gap	0.00	0.50	0.50	0.50	0.50
TOTAL SPECIAL REVENUE	<u>12.18</u>	<u>14.28</u>	<u>14.50</u>	<u>14.85</u>	<u>14.85</u>
CAPITAL PROJECTS					
Capital Project Administration					
Assistant Manager	0.00	0.00	0.40	0.00	0.00
Capital Project Administrator	0.00	0.00	1.00	0.00	0.00
Assistant Town Engineer	0.00	0.00	0.00	1.00	1.00
Project Manager	0.00	0.00	0.00	1.00	1.00
Inspector II	0.00	0.00	1.00	0.00	0.00
Management Assistant	0.00	0.00	0.00	1.00	1.00
Administrative Assistant	0.00	0.00	2.00	1.75	1.75
Total Capital Project Administration	0.00	0.00	4.40	4.75	4.75
TOTAL POSITIONS	<u>1,207.85</u>	<u>1,186.80</u>	<u>1,183.54</u>	<u>1,184.54</u>	<u>1,188.35</u>

Account	Financial reporting unit for budget, management, or accounting purposes.
Accrual	An accounting process that matches revenue to the period earned and the expenditures to the period incurred.
Actuals	Refers to the actual expenditures paid by and revenues paid to Gilbert.
ADEQ	<i>Arizona Department of Environmental Quality</i> was established in 1986 in response to growing concerns about groundwater quality. Administers a variety of programs to improve the health and welfare of our citizens and ensure the quality of Arizona's air, land, and water resources meets healthful, regulatory standards.
Adoption	A formal action taken by the Town Council that sets the spending limits for the fiscal year.
Allocation	A component of an appropriation that is earmarked for expenditure by specific organization units and/or for special purposes, activities, or objects.
Annex	To incorporate land into Gilbert.
Appropriation	A legal authorization granted by Council which permits Gilbert to make expenditures of resources and to incur obligations for specific purposes.
Arsenic Mitigation	Construction of systems to reduce naturally occurring arsenic from the ground water to below the EPA threshold of 10 parts per billion.
Assessed Valuation	A valuation placed upon real estate or other property by the County Assessor and the state as a basis for levying taxes.
ASE	<i>Automotive Service Excellence</i> . A professional certification group that certifies professionals in the automotive repair and service industry. The organization aims to improve the quality of vehicle repair and service through the testing and certification of repair and service professionals.
Asset	Valuable resource that an entity owns or controls. They represent probable future economic benefits and arise as a result of past transactions or events.
ASU	<i>Arizona State University</i> , a State-funded University.
Audit	A formal examination, correction, and official endorsing of financial accounts undertaken annually by an accountant.
Available Fund Balance	Funds remaining from the prior year which are available for appropriation and expenditure in the current year.
Balanced Budget	Each fund in the budget must be in balance; total anticipated revenues plus beginning undesignated fund balance must equal or exceed total expenditure appropriations for the upcoming fiscal year.

Blue Stake	Location of underground utilities before excavation of right of way.
Bond	A written instrument to pay a specified sum of money (the face value or principal amount) on a specified date (the maturity date) at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance.
Bond – General Obligation (G.O.) Bonds	Bonds that finance a variety of public projects and require voter approval. These bonds are backed by the full faith and credit of the Town. Limitations for bonding capacity are set by State statute. The Town may issue general obligation bonds up to 20% of its secondary assessed valuation for water, wastewater, artificial lighting, parks, open space, public safety and emergency services, streets, transportation, and recreational facility improvements. The Town may issue general obligation bonds up to 6% of its secondary assessed valuation for any other general-purpose improvement.
Bond – Highway Users Revenue (HURF) Bonds	This type of revenue bond is used solely for street and highway improvements and requires voter approval. State law imposes the maximum limitation of highway user revenue that shall be used for debt servicing of revenue bonds. The amount shall not exceed 50% of the total from highway user revenue for the previous twelve-month period.
Bond – Municipal Property Corporation (MPC) Bonds	This is a source of funding used to build current municipal facilities as well as major water and wastewater infrastructure facilities. Pledged against these bonds are the excise taxes of the community which include Town sales tax, franchise tax revenue, State shared sales tax, revenue sharing, and system development fee collections for growth-related projects.
Bond – Revenue Bonds	Revenue Bonds are bonds payable from a specific source of revenue, do not pledge the full faith and credit of the issuer, and do not affect the property tax rate. Pledged revenues may be derived from the operation of the financed project, grants, and excise or other specified non-property tax. These bonds require voter approval.
Bond Refinancing	The payoff and reissuance of bonds to obtain better interest rates and/or bond conditions.
Budget	A financial plan proposed for raising and spending money for specified programs, functions, or activities during the fiscal year. A detailed annual operating plan expressed in terms of estimated revenues and expenses for conducting programs and related services.
Business Unit	A group of activities that, joined together, perform a more inclusive function.
Capital Improvement	Includes any expenditure over \$100,000 for repair and replacement of existing infrastructure as well as development of new facilities to accommodate future growth.

Capital Improvement Program	The Capital Improvement Program (CIP) is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, project costs, and revenues that will result during a five-year period. The first year of the program represents the capital budget for the ensuing fiscal year and must be formally adopted during the budget process.
Capital Outlay	Purchase of an asset with a value greater than \$10,000 that is intended to continue to be held or used for a period greater than two years. Capital Outlay can be land, buildings, machinery, vehicles, furniture, and other equipment.
Carryforward	Year-end savings that can be carried forward to cover expenses of the next fiscal year. These funds can also be appropriations for encumbered amounts made in one fiscal year that are re-appropriated in a subsequent fiscal year.
CDBG	<i>Community Development Block.</i> Grants provide Federal Grant Program funds on an annual basis to support specific low to moderate income community development opportunities.
CERT	<i>Community Emergency Response Team</i> is a committee established to offer disaster preparedness training to the community.
Command	The Tactical Operations Commander and his support staff.
Consumer Price Index	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	An amount included in the budget that is not designated for a specific purpose. The contingency amount is budgeted for emergencies and unforeseen events.
Contractual Services	Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services.
CPTED	<i>Crime prevention through environmental design</i> is a multi-disciplinary approach to deterring criminal behavior through environmental design.
CQI	<i>Continuous Quality Improvement</i> is an integral part of the Town's culture to ensure that operations are continually improved and updated.
Debt Limit	A State-imposed limit on the amount of debt that can be issued.
Debt Service	Principal and interest payments on outstanding bonds.

Department	A major administrative division of the Town that indicates overall management responsibility for an operation or a group of related operations within a functional area.
Depreciation	Expiration in the service life of capital assets attributed to wear and tear, deterioration, inadequacy, or obsolescence.
Division	A group of homogeneous cost centers within a department.
Effluent	Wastewater that has been treated to required standards and is released from the treatment plant.
Encumbrance	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.
Enterprise Funds	A sub-set of the Proprietary Fund Type that requires accounting for activities like a business where the results indicate income or loss from operations.
Entry Team	The officers positioned nearest the targets that are prepared to take immediate action.
Executive Committee	Committee made up of the Town Manager, Assistant Town Managers, and Department Directors.
Expenditure	Actual outlay of funds for obtaining assets or goods and services regardless of when the expense is actual paid.
FTE	<i>Full-Time Equivalent</i> converts positions to the decimal equivalent of a full-time position primarily based on 2,080 hours per year. For example, a part-time clerk working 20 hours per week would be equivalent to 0.50 FTE.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.
Fund Balance	Represents the net difference between total financial resources and total appropriated uses.
Fiscal Year (FY)	<i>Fiscal Year</i> is the period designated for the beginning and ending of financial transactions. The Town fiscal year is July 1 to June 30.
GAAP	<i>Generally Accepted Accounting Principles</i> are the uniform minimum standards and guidelines for financial accounting and reporting which govern the form and content of the basic financial statements of an entity. These principals encompass the conventions, rules, and procedures that define the accepted accounting practices at a particular time.

GBA Master Series	Commercial off-the-shelf software application that focuses exclusively on the design, development, and implementation of Public Works and Utilities Infrastructure systems.
General Fund	Primary fund used to provide resources for day-to-day activities and services that provide support to direct service areas; the fund to be used for all financial resources except those required to be accounted for in another fund. Examples include Personnel, Technology Services Administration, Prosecution, and Planning and Development.
General Plan	A planning and legal document that outlines the community vision in terms of land use.
GIS	<i>Geographic Information System</i> is a computer system that places layers of geographic information in a useful order to provide answers to questions regarding land.
Goal	Desired end result statement that provides a framework for what will be accomplished.
GPD	<i>Gilbert Police Department</i>
Grants	State and Federal subsidies received in response to a specific need.
Heritage District	Historic Downtown Gilbert.
HOA	<i>Homeowners Association</i> is an organization of all owners of land in the development that is governed by a board. The HOA collects fines and assessments from the homeowners, maintains the common areas of the development, and enforce the association's governing documents, including rules regarding construction and maintenance of individual homes.
HURF	<i>Highway User Revenue Fund</i> is a separate funding source dedicated to provide support for street improvements and maintenance.
IGA	<i>Intergovernmental Agreement</i> is a contract between governmental entities as authorized by State law.
IKON	IKON is the contracted company that provides copier, printer, scanner support, print shop services, and mailroom services for the Town of Gilbert.
Improvement District	Formed to address major capital needs that benefit specific property owners. Bonds are issued to finance these improvements, and are repaid by assessments on affected property owners.
Indirect Cost Allocation	Funding transferred to the General Fund for central administrative services which benefit those funds.

Infrastructure	The physical assets of the Town. Assets include streets, water, wastewater, public buildings, and parks.
Interfund Loans	Loans between Town funds, such as from operating funds to system development funds budgeted to complete projects that will be repaid to the operating funds in future years.
Internal Service Fund	A sub-set of the Proprietary Fund Type that accounts for the activity of internal functions providing service to other functional areas. An Internal Service Fund receives revenue by charging other areas in the Town based on services provided.
JCEF	The <i>Judicial Collection Enhancement Fund</i> was established to improve the administration of justice by enhancing the enforcement of court orders.
Liability	An obligation of the entity to convey something of value in the future. Liabilities are probable future sacrifices of economic benefit that arise as a result of past transactions or events.
MAG	<i>Maricopa County Association of Governments</i> was formed in 1967. It is a voluntary association of governments and Indian communities formed to address regional issues in Maricopa County. MAG is the designated Regional Planning Agency and consists of 31 member agencies.
Master Plan	A planning document that takes an area of interest and creates a comprehensive future for that area. For example, a storm water master plan would provide information regarding the location of storm water facilities, the potential timing, the barriers, and the costs.
Modified Accrual	A basis of accounting used by governmental funds where revenue is recognized in the period it is available and measurable, and expenditures are recognized at the time a liability is incurred.
MPC	<i>Municipal Property Corporation</i> is a non-profit corporation created by Gilbert as a funding mechanism for Capital Improvement projects. The board is governed by citizens appointed by Council.
NASC	<i>North Area Service Center</i>
Objectives	Targets for accomplishing goals that are specific, measurable, attainable, results-oriented, and time bound.
OnBase	Gilbert's digital records management system.
Operating Budget	The portion of the budget associated with providing ongoing services to citizens, includes general expenditures such as personnel services, professional services, maintenance costs, and supplies.
PCI	<i>Pavement Condition Index</i> is an index that communicates the condition of driving surfaces on a 100 point scale.

Performance Measures	Indication of levels of activity or outcomes of operations.
PKID	<i>Parkway Improvement Districts</i> provide a method to maintain the parkways within specific areas and charge the cost to the benefited property with the property tax bill.
PM-10 Regulations	PM-10 (particulate matter less than 10 microns) regulations are also known as the “dust control regulations”. PM-10 emissions, including dust generating activities, are regulated by Maricopa County. It is a major component of the “brown cloud” in the metropolitan Phoenix area.
Property Tax Levy	The total amount to be raised by general property taxes for purposes specified in the Tax levy Ordinance. In Arizona, the property tax system is divided into primary and secondary rates.
Property Tax – Primary	Gilbert does not have a primary property tax. A Primary Property tax is a limited tax levy used for general government operations based on the Primary Assessed Valuation and Primary tax rate. The total levy for primary taxes is restricted to a 2% annual increase, plus allowances for annexations, new construction, and population increases.
Property Tax – Secondary	An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides. These taxes are based on the Secondary Assessed Valuation and Secondary Tax rate.
Reserve	To set aside a portion of a fund balance to guard against economic downturn or emergencies.
Resource Constrained Process	A budget process that is limited by the projected revenues based on current tax rates and fees.
Revenue	Receipts from items such as taxes, intergovernmental sources, and user fees or resources from voter-authorized bonds, system development fees, and grants.
ROW	<i>Right of Way</i> is a publicly-owned area of land adjacent to a roadway.
SDF	<i>System Development Fees</i> are collected at the time a building permit is issued to pay for the cost of capital improvements required due to growth.
Self Insurance	A calculated amount of money set aside to pay claims and compensate for future loss.
SLID	<i>Street Light Improvement Districts</i> are established to charge the cost of electricity for street lights to property in subdivisions based on the actual cost of electricity and allocated based on their home value.
Snipers	Riflemen positioned at a distance providing intelligence and protection to the Entry Team.

Special Revenue	Special Revenue Funds are a type of fund required to be established to account for a specific activity.
SRP	<i>Salt River Project</i> is an agricultural improvement district formed in the early 1900's that now provides water and electricity.
State Shared Revenue	Distribution of revenue collected by the State and shared based on established formulae that typically rely on population estimates.
SWAT	<i>Special Weapons and Tactics</i> team is a group of specially chosen police officers that have advanced training handling high risk situations and that use highly specialized equipment to resolve those situations.
TEO	<i>Technical Equipment Officers</i> have the responsibility of maintaining and operating the SWAT team's technical equipment. That equipment includes all of our electronic cameras, audio equipment and most importantly, they manage/operate our robot program.
TNT	<i>Tactical Negotiations Team</i> is a subset of the SWAT team.
Transfers	Movement of cash from one fund to another to reimburse costs or provide financial support.
TS	<i>Technology Services</i>
UASI	<i>Urban Area Security Initiative</i> is a program that provides federal funds to local jurisdictions for the purpose of homeland security. Specifically for preventing, responding to and recovering from potential or real terrorist events.
ULDC	<i>Unified Land Development Code</i> is a compilation of Town Codes that govern subdivision and development of lands.
Water Resource Master Plan	A plan that combines all water resources: ground, surface, recharged, and reclaimed water, into one document to determine future actions required to maintain water resources in Gilbert.
Zoning	A specific legal classification of property for purpose of development.

Acknowledgements

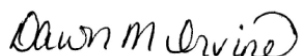
Tremendous credit and appreciation should be extended to those involved in the development of the FY 2012 budget. This past year has truly been one of remarkable change, both economically and organizationally. Financially, plummeting revenues reached a plateau and then slowly began to recover. In the meantime the Town underwent a change in leadership in both the Council and the Manager, as well as a vast organizational realignment including the establishment of a new budget division in the Finance Department.

The preparation of the budget is now a year-long process, with initial forecast projections, countless problem-solving meetings, and formal adoption requirements. Overlay this intricate balance with a recession, organizational realignment, and a new budget administrator, and the success with which we emerged is nothing short of remarkable. To reach these milestones requires sound commitment and effective communication throughout the organization.

I would like to personally thank those who were instrumental in developing the FY 2012 budget. Special recognition goes out to Assistant Town Manager **Marc Skocypec** for his leadership and guidance as we transitioned responsibilities during the reorganization, and for his continued stewardship over our budget efforts. Finance Director **Cindi Mattheisen** embraced the new division with grace and professionalism, providing a knowledge bridge from accounting to budget. While many have had a hand, the brunt of this day-to-day work falls on the Budget staff. Throughout this ever-changing dynamic, the Budget Office staff showed incredible commitment and support to the entire organization. **Laura Lorenzen** called upon her 20 years of exceptional service to guide us through the Town's systems and processes. Her incredible attention to detail, keen eye, and tireless devotion has singularly ensured the success of not only this document, but of each of us within the budget division. **Håkon Johanson** brought his background in economic development analysis to the table in full force, providing insightful analysis into the Town's debt structure and rate models, and transforming the effectiveness of the Municipal Property Corporations. Our newest member, **Nicole Dailey**, hit the ground running, establishing financial policies, enhancing performance measures, and developing innovative and effective ways to communicate throughout the Town. Her tremendous experience and insight, dogged determination, and professionalism have been the perfect complement to her new team. Finally, thanks to **Jocelyn Smith** for her high quality work in developing our first rate CIP document, and for her invaluable local expertise in the Capital Improvement Program.

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